Message from the President

In its long journey together with customers, partners, other individuals and societies since its foundation in 1884, Mitsubishi Heavy Industries (MHI) has sought to pioneer new approaches in manufacturing. These efforts have yielded many products that have enriched the lives of people around the world, and through them MHI has contributed to the development of societies.

In recent years, China, India and other emerging nations have shown remarkable growth and are expanding their presence in the global market, while the shale revolution has transformed the recovery and growth of the U.S. economy. If the MHI Group is to establish its value to society in this environment, we must maintain all aspects of our operations — our technological capabilities, price competitiveness, customer services and earning strength — at a top level internationally.

The MHI Group’s turnover stands at approximately 3 trillion yen. However, to build new platforms for corporate development and social contribution as a manufacturer that supports the foundations of society and industry, we are striving to become a high-revenue enterprise with a global market presence on a business scale of 5 trillion yen.

To maximize the powerful synergy of the MHI Group, we have reorganized our 700 products into four business domains (divisions): “Energy & Environment,” “Commercial Aviation & Transportation Systems,” “Integrated Defense & Space Systems,” and “Machinery, Equipment & Infrastructure.” We are also reorganizing our management structure to ensure each domain actively expands its business based upon its own optimal business strategy.

Accordingly, it is important for us to adopt a stance of flexibly incorporating that which we require and concepts from external sources that will benefit us, and to shift to global standards of thought and techniques, while still maintaining a corporate culture that affirms the high technological level and constant drive for improvement that embody the strengths of the MHI Group.

We will also aim to make the most of our strengths by working with excellent partners to nurture our business growth, both in terms of size and profitability.

We express our value to society through our CI statement, “Our Technologies, Your Tomorrow.”

Every member of the MHI Group shares the firm intention to “continuously provide an assured future where people can live safe, secure and enriched lives through technologies that can excite people and passion as a manufacturer for the sustainability of the earth and humankind.”

Inspired by the strong passion of our CI statement, we have taken up the challenge of transforming ourselves into a company with a truly global presence.

Please continue to support the MHI Group in this goal.
Creating New Potential for the Planet with Future-Focused “Monozukuri”

Energy and resource depletion, global warming, food and water shortages, regional disparity, environmental pollution…

At Mitsubishi Heavy Industries, our focus is on the resolution of these and other world problems in order to realize a more abundant, secure society in the future. To maximize use of more than a century of wide-ranging technologies, MHI has shifted to a structure of four business domains.

MHI has taken the first step toward becoming a corporation with an undeniable global presence, one that will draw out the planet’s potential — the first step toward ensuring a secure future.

**Energy & Environment Domain**

The Challenge to Generate

Energy & Environment offers optimal solutions in the energy-related fields of thermal power, nuclear power and renewable energy, in such environmental areas as water and flue gas treatment, and in industrial infrastructure elements. By integrating large-scale infrastructure projects that support society, MHI generates new power for the future.

**Machinery, Equipment & Infrastructure Domain**

The Means to Connect

Machinery, Equipment & Infrastructure provides a wide range of products that form the foundation of industrial development, such as machine tools, material handling, construction machinery, air-conditioning and refrigeration systems. MHI applies its vast business endeavors and high reliability as a corporation that supports social and industrial infrastructure to connect people to people, businesses to businesses, and the present to the future.

**Integrated Defense & Space Systems Domain**

The Technology to Safeguard

Integrated Defense & Space Systems delivers integrated land, sea, air and space defense systems, including ships, aircraft, launch vehicles and special vehicles, as well as space-related services. MHI uses the technology and expertise cultivated in its defense and space business to provide security on the planet.

**Commercial Aviation & Transportation Systems Domain**

The Power to Progress

Commercial Aviation & Transportation Systems delivers advanced land, sea and air transportation systems, including civilian aeronautics, commercial ships and transit networks. MHI moves society, supporting its transportation and logistics infrastructure with superior safety, guaranteed quality and reliability backed by technology.

Sales ratio by domain

2013

Future

Aiming to become a highly profitable company with a business scale of 5 trillion yen

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Modern society is confronted with many issues, including the depletion of fossil fuels and the environmental burden caused by greenhouse gases. Using technology developed over its long history, MHI is promoting energy and social infrastructure projects that will enrich everyday life while minimizing environmental impact and contribute to the provision of an infinite source of sustainable energy.

Providing the world with optimum solutions as a global leader in the fields of energy and environment.

MHI fills a worldwide range of industrial infrastructure needs by providing safe and highly reliable fertilizer, methanol and petrochemical plants; oil and gas plants; water treatment, seawater desalination and CO₂ recovery plants, and LNG tanks and receiving terminals.

Nuclear power generation does not create CO₂ emissions. MHI is contributing to the stable supply of power as a world’s leading plant manufacturer and is expanding its comprehensive lineup of pressurized water reactor plants, major equipment and other world-class technology for Japan and overseas as well.

MHI is a worldwide range of industrial infrastructure needs by providing safe and highly reliable fertilizer, methanol and petrochemical plants; oil and gas plants; water treatment, seawater desalination and CO₂ recovery plants, and LNG tanks and receiving terminals.

MHI provides large turbines, available worldwide, that drive the renewable energy industry, as well as components, systems and control equipment. Technological leadership and the pursuit of innovation are at the core of MHI’s efforts to create a low-carbon society.

MHI-brand marine products are found in approximately half of the world’s large merchant fleets. The company and its licensees produce UE engines, MET turbochargers and other various marine machineries providing total solutions for marine transport with emphasis on energy savings and eco-friendliness.

Thermal Power Systems

Mitsubishi Hitachi Power Systems, Ltd.

Nuclear Energy Systems

Mitsubishi Heavy Industries, Ltd.

Chemical Plant & Infrastructure

Mitsubishi Heavy Industries, Ltd.

Renewable Energy

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Marine Machinery & Engines

Mitsubishi Heavy Industries Marine Machinery & Engine Co., Ltd.

In February 2014, MHI and Hitachi, Ltd. established Mitsubishi Hitachi Power Systems, Ltd. as a joint enterprise. The company provides GTCC and a diverse lineup of gas turbines, strengthening its worldwide product business and working to resolve energy and environmental issues.

Power Generation Project Development

Nuclear Turbines

New Products

Dehalogenation Plant

Geothermal Power Plant

SOFC

Lithium-ion Battery

Nuclear Power Plant (Domestic)

Nuclear Power Plant (Global)
Faster, safer, more efficient. Striving for ideal transportation.

In today's society, transportation infrastructures don't exist simply to move people and carry goods. In a way, they are just as essential as blood vessels are in the human body. They support business, add richness to everyday life and energize society. MHI provides total support for land, sea and air transport and is keeping an eye on urban development from the perspective of movement.

Commercial Aviation & Transportation Systems
Keeping Society Moving Actively in Every Field on Earth

Shipbuilding & Ocean Development
MHI draws upon more than a century of tradition and technology compiled over its long history to design and build commercial ships, special-purpose vessels and offshore marine structures capable of meeting a wide range of needs. Outstanding quality, safety and economic efficiency ensure these vessels sail throughout the world's oceans.

Land Transportation Systems
MHI is expanding its business both at home and abroad by building its reputation and core transport systems, such as the YRT (Yokohama Rapid Transit) system in Japan. In particular, its railway system is growing in strength and reputation. MHI's rail transportation system, including the LRT (Light Rail Transit) and AGT (Automated Guideway Transit), offers safe, comfortable, and efficient transportation solutions.

Commercial Aircraft
MHI supplies large sections - the most crucial part of an aircraft - of the fuselage and cargo doors to leading aircraft manufacturers, including Boeing, Bombardier and Airbus. The company's highly reliable technology facilitates comfortable air travel for passengers across the globe.

787 Project
MHI designed and manufactures the main wings of the next-generation, super-efficient Boeing 787 Dreamliner. The company has further refined the design and manufacturing technology required for these full-fledged composite material wings, which is a passenger aircraft - earning its place as the "World's Wing Center."

Commercial Aero Engines
MHI supplies components for highly advanced, fuel-efficient, and environmentally-friendly engines for commercial aircraft, supporting the global aviation industry and contributing to the reduction of carbon dioxide. The company also contributes to environmental conservation through environmentally-friendly turbofan engines that incorporate advanced intake, muffering and exhaust gas emission technologies.

MRJ Mitsubishi Regional Jet
MHI is working closely with developers in the aviation field, and is actively building on the experience gained through the Boeing 787 Project to achieve MRJ, a regional jet that's been designed to provide a more efficient and comfortable flight experience along with environmental friendliness. MHI is working to enhance its competitiveness and profitability.
Integrated Defense & Space Systems
Preserving Peace and Security with State-of-the-Art Technologies

Rockets that strategically place satellites in orbit to monitor the earth. Defense equipment that must remain operational 24 hours a day, 365 days a year. Absolute reliability is demanded in a wide array of equipment, and the best of MHI's cutting-edge technologies are out on the front lines, safeguarding everyday life. MHI will continue its resolve to bring about security and long-lasting peace of mind.

Constantly pushing beyond the boundaries of technology to safeguard mankind's peace and security.

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If society is to achieve lasting growth, it must possess a social foundation on which to realize quality of life and an industrial foundation to support the promotion of business. MHI combines the technologies refined through its experience as a monozukuri (manufacturing) company to support social infrastructure and uses the resulting multitude of solutions to promote the advancement of a sustainable society.

Supporting daily life and business through a vast range of technologies.

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Group Companies

Mitsubishi Heavy Industries Compressor Corporation
Mitsubishi Hitachi Metals Machinery, Inc.
Mitsubishi-Hitachi Metals Machinery, Inc.
Mitsubishi Heavy Industries Environment & Chemical Engineering Co., Ltd.
Mitsubishi Heavy Industries Mechatronics Systems, Ltd.
Mitsubishi Heavy Industries Machinery Technology Corporation
Mitsubishi Heavy Industries Printing & Packaging Machinery Ltd.
Mitsubishi Heavy Industries Bridge & Steel Structure Engineering Co., Ltd.
Mitsubishi Heavy Industries Transportation Equipment Engineering & Service Co., Ltd.
Mitsubishi Heavy Industries Automotive Thermal Systems Co., Ltd.
Mitsubishi Nichiyu Forklift Co., Ltd.

10 11
Supporting Competitive Products, Services and Manufacturing Systems in the Global Market

Continuing to implement sophisticated design technologies and manufacturing processes throughout the value chain is essential to the evolution of our products. We remain focused on research and development of advanced technologies and manufacturing systems, which enables us to create breakthrough products and excellent customer service that will change the world.

Technologies in Support of Products

- Ship resistance reduction technology using bubbles
  - Substantially reduce friction resistance by not using a lubrication system (MALS), which effectively covers ships with a carpet of the bubbles.

- Designing safe and efficient turbomachinery through use of large-scale flow simulation technology
  - Examines details of flow phenomena in turbomachinery and accurately predicts the performance, which allows design optimization.

- Lightning current simulation technology
  - Realizes efficient lighting protection designs based on large-scale flow simulation technologies accurately reflecting electrical characteristics.

- Strength evaluation technology for H-II Transfer Vehicle (HTV)
  - Continues to weight saving and improvement of strength by implementing advanced simulation and strength test technologies.

- Material creation technologies for improvement of efficiency and reliability of products
  - Develops casting simulation technology and electronic structure simulation for creation of advanced high thermal and mechanical properties.

Real Scale HTV Strength Evaluation
- Photo by JAXA/NASA
- Example of Lightning Test
- Photo by Mitsubishi Aircraft Corporation
- Realization of Lightning Protection Design
- Photo by JAXA/NASA

Photo by Mitsubishi Aircraft Corporation

Photo by Mitsubishi Aircraft Corporation
Promoting CSR through Manufacturing as an Innovative Contribution to Society

In accordance with the three principles that define the spirit of our creed, the MHI Group serves as a manufacturing corporation that contributes to societal progress through its business endeavors of delivering products and technologies in support of social and industrial infrastructure worldwide. In this way, MHI is contributing to the resolution of global issues.

MHI Group CSR Action Guidelines
(formulated July 2007)

In order to ensure a secure future for the Earth, we will establish and maintain:

Close ties with the Earth
Safeguard an abundantly green Earth through environmental technologies and environmental awareness;

Close ties with society
Build a relationship of trust with society through proactive participation in society and trustworthy actions;

A bridge to the next generation
Contribute to the cultivation of human resources who can shoulder responsibility in the next generation through technologies that can realize dreams.

Based on our creed and CI statement, “Our Technologies, Your Tomorrow,” the MHI Group has also instituted CSR Action Guidelines to serve as collective standards for all Group employees when conducting business activities centered on the principles of CSR.

More detailed information on the CSR Action Guidelines is available for viewing on the website.

Relationship between Sustainable Society and Business-Integrated CSR

Promoting business-integrated CSR for a sustainable society

The MHI Group analyzes communications with stakeholders and its own global impact on environmental and other social issues, identifies the issues the Group should prioritize for the Executive Committee and CSR Committee sessions, and determines response guidelines. Based on these guidelines, the Group proactively works towards the resolution of social issues through its products, technologies and activities within all business processes to prevent or reduce the Group’s negative impact and increase its positive impact, and thereby contributes to the realization of a sustainable society.

MHI Environmental Vision 2030
Our Technologies, Your Tomorrow

The future of our planet rests in the sustained evolution of humankind while caring, with love and responsibility, for all life forms that inhabit it. MHI will continue to be a company indispensable to ensuring that future.

The MHI Group will pursue energy security while carrying forward environmental protection — not only of the earth but of space also — through its ability to develop new technologies and products, to achieve a secure future that is kind to the earth.

Please refer to the MHI Environmental Vision 2030 for more detailed information.
130 Years of History
MHI Technologies Have Supported Japan Across Rough Seas

One hundred and thirty years have elapsed since Mitsubishi first leased the government-owned Nagasaki Shipyard from the Ministry of Industry in 1884. MHI technologies have been instrumental in steering Japan’s modernization and globalization through the upheavals of the Meiji, Taisho and Showa eras, and into today’s Heisei period. The history of corporate development is etched into the MHI technologies, products and services that underpin contemporary society.

MHI Technologies Have Supported Japan Across Rough Seas

1. We strongly believe that the customer comes first and that we are obligated to be an innovative partner to society.
2. We base our activities on honesty, harmony, and a clear distinction between corporate and personal life.
3. We shall strive for innovative management and technological development from an international perspective.

Reason for Instituting the Creed

June 1, 1970

In Japan there are many enterprises with their own “creeds” which simply represent their management concept. Mitsubishi Heavy Industries, Ltd. has a creed of this type, also. This creed was instituted in 1970 on the basis of the policy advocated by Koyata Iwasaki, president of Mitsubishi Goshi Kaisha in the 1920s, to indicate the essential attitude of the company, the mental attitude of the employees, and the future directions of the company. The reason for instituting the present creed is so that all of us can call to mind our one hundred years of tradition, and strive for further development in the future.
Throughout Diversified Eras In Differentiated Fields,
MHI Technologies and Products Have Continued to Astound

From MHI’s early beginnings in Nagasaki Shipyard & Machinery Works, the company’s business domains have
spread from the ocean to land, air and even space. MHI will continue to broaden its business territories in search
of ever-greater possibilities of monozukuri.

1880 - 1945
Building a Transportation Infrastructure from Rivalts in Shipbuilding

MHI’s roots take shape with the leases of Nagasaki’s Shipyard and Machinery Works from the Ministry of
Industry. Even as the company built Japan’s first ocean-going ship and established itself as a shipbuilding
specialist, it applied the technologies and knowledge cultivated in these endeavors to begin production of
automobiles and aircraft, expanding its range of business as a comprehensive manufacturer of transport
equipment. Even as the company entered new business domains through the acquisition of businesses involved in
these endeavors, the company’s ambition to lead the global manufacturing industry began to assert itself.

1946 - 1963
Supporting Post-War Recovery with Consumer Products

After the war, in accordance with national policy, MHI shifted its emphasis from military hardware to the
development and manufacture of consumer, air conditioning, and many other types of consumer products. In 1946,
in line with the GOQ’s policy of dissolving large industrial groups (zaibatsu), MHI was divided into three
independent companies. As the trend toward miniaturization in these industries progressed, MHI began to
enter the field of semiconductor fabrication. However, the technology race would provide the foundation for the
leading companies in this industry.

1964 - 1990
Merging of Three Heavy Industry Companies Leads to Large-Scale Development

In 1965 the three companies formed an industrial giant, Mitsubishi Heavy Industries. This company has
continuously been at the forefront of technological innovation, developing a wide range of products and services
that contribute to the global economy.

1991 - Present
Supporting a Sustainable Society as a Comprehensive Infrastructure Company

MHI has always sought high efficiency, and as the trend toward global environmental conservation gains
momentum and the concept of ecology becomes commonplace, the company’s gas turbine, ship and other
technologies and product fields are expanding on a global scale. As a comprehensive infrastructure company, MHI
works to develop the technologies and products that will support a sustainable society.

Technology Timeline

Technology Topics:

- Building a Transportation Infrastructure from Rivalts in Shipbuilding
- Supporting Post-War Recovery with Consumer Products
- Merging of Three Heavy Industry Companies Leads to Large-Scale Development
- Supporting a Sustainable Society as a Comprehensive Infrastructure Company
Responding to the Quality Demands of the Era with an Extensive Network and Refined Technologies

MH's production sites support monozukuri at a much more advanced stage than the global average, and its approximately 60 main domestic Group companies provide these technologies and products in the form of a wide range of solutions. MH Group production sites and companies work in close cooperation and respond to the needs of society with a comprehensive system that encompasses everything from product development and manufacturing to sales and services.

**Integrated Defense & Space Systems**

- **Product Lines**
  - Nuclear Power Plants
  - Marine Development Equipment
  - Land Transportation Systems
  - Toll Collection Equipment
  - Submarines
  - Space Equipment
  - Used Steel Parts

- **Affiliated Domains**
  - Energy & Environment
  - Commercial Aviation & Transportation Systems
  - Integrated Defense & Space Systems
  - Machinery, Equipment & Infrastructure

**Commercial Aviation & Transportation Systems**

- **Product Lines**
  - Diesels
  - Gas Engines
  - Generators
  - Cogeneration Systems
  - Turbogenerators
  - Special Vehicles
  - Naval Ship Engines

- **Affiliated Domains**
  - Integrated Defense & Space Systems
  - Machinery, Equipment & Infrastructure

**Affiliated Domains**

- **Location**
  - H-IIB Launch Vehicle, Manufacturing Equipment for Semiconductor & Rubber & Tire Machinery, Iron & Steel Manufacturing Machinery

**Shimonoseki Shipyard & Machinery Works**

- **Plants**
  - Main Plant
  - Komaki South Plant
  - Chitose Plant

- **Product Lines**
  - Marine Development Equipment
  - Yacht Machinery

**Kobe Shipyard & Machinery Works**

- **Plants**
  - Main Plant
  - Eba Plant

- **Product Lines**
  - Air Brakes
  - Marine Development Equipment

**Hiroshima Machinery Works**

- **Plants**
  - Kanon Plant
  - Eba Plant

- **Product Lines**
  - Compressors
  - Marine Diesel Engines
  - Iron & Steel Manufacturing Machinery

**Nagasaki Shipyard & Machinery Works**

- **Plants**
  - Main Plant
  - Saiwaimachi Plant

- **Product Lines**
  - Marine Development Equipment
  - Yacht Machinery

**Ritto District**

- **Plants**
  - Main Plant

- **Product Lines**
  - Large Machines
  - Vertical Precise Milling Machines
  - Horizontal Boring Machine NL etc.
  - Gas Cutting Machines

**Meirei District**

- **Plants**
  - Main Plant

- **Product Lines**
  - Commercial Air Conditioning, Heat Pumps
  - High Precision Machining Centers

**Iwatsuka Plant**

- **Plants**
  - Main Plant

- **Product Lines**
  - Power Transmission, Air-Conditioned Gasoline Engines

**Sagamihara District**

- **Plants**
  - Main Plant

- **Product Lines**
  - Diesel Engines
  - Gas Engines
  - Generators
  - Cogeneration Systems
  - Turbogenerators
  - Special Vehicles
  - Naval Ship Engines

**Yokohama Dockyard & Machinery Works**

- **Plants**
  - Hononoki Plant
  - Komaki South Plant

- **Product Lines**
  - Wind Power Plants
  - Ship Repairs
  - Gas Engines

**Nagoya Guidance & Propulsion Systems Works**

- **Plants**
  - Toyo Engineering Works

- **Product Lines**
  - Engine Test Cells
  - Hybrid ICs

**Nagoya Aerospace Systems Works**

- **Plants**
  - Yonezawa Plant

- **Product Lines**
  - Commercial Aircraft

**Nagoya Aerospace Systems Works**

- **Plants**
  - Yonezawa Plant

- **Product Lines**
  - Commercial Aircraft

**Shonan Monorail Co., Ltd.**

- **Main Business Content**
  - Design, Manufacturing, and Construction of Monorail Systems

**MH in Mitsubishi Hitachi Power Systems, Ltd.**

- **Main Business Content**
  - Power Generation Equipment

**Main Domestic Group Companies & Business Content**

- **Main Business Content**
  - Mechanical and Electrical Systems
  - Marine Development Equipment

*MHPS = Mitsubishi Hitachi Power Systems, Ltd.*
Providing Reliable Technology from Japan to the World through an Established Global Network

MHI promotes its business operations worldwide with approximately 60 main group companies located outside of Japan, including 13 overseas offices. MHI will continue to expand its global business platform with the aim of becoming a company that can provide virtually any kind of service, anywhere in the world.
Capitalizing on Synergic Advantages Afforded by the Four Domain Axes to Meet Higher Level Needs of Society

### Consolidated Results

**Orders received**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 (FY*)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,476</td>
<td>2,995</td>
<td>3,188</td>
<td>3,032</td>
<td>3,420</td>
</tr>
</tbody>
</table>

**Net sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 (FY*)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,940</td>
<td>2,903</td>
<td>2,820</td>
<td>2,817</td>
<td>3,349</td>
</tr>
</tbody>
</table>

**Sales ratio by domain (April 1, 2013 - March 31, 2014)**

- Energy & Environment: 37%
- Machinery, Equipment & Infrastructure: 33%
- Commercial Aviation & Transportation Systems: 14%
- Integrated Defense & Space Systems: 14%

### Employees

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 (FY*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>80,583</td>
</tr>
<tr>
<td></td>
<td>22,147</td>
</tr>
</tbody>
</table>

### Establishment

- Date of foundation of Nakanihon Heavy Industries, Ltd.: January 11, 1950
- (Consolidated basis, April 1, 2013 - March 31, 2014)
- Orders received: 3,420.0 bil. yen
- Net sales: 3,349.5 bil. yen

### Orders Received

- 3,420.0 bil. yen (as of March 31, 2014)

### Net Sales

- 3,349.5 bil. yen (as of March 31, 2014)

### Business Domains

- Energy & Environment
- Machinery, Equipment & Infrastructure
- Commercial Aviation & Transportation Systems
- Integrated Defense & Space Systems

### Research & Development Centers

- 6

### Works & Plants

- 10

### Domestic Offices

- 8

### Overseas Offices

- 13

### Company Name

- Mitsubishi Heavy Industries, Ltd.

### Foundation

- July 7, 1884

### Capital

- 265.6 bil. yen (as of March 31, 2014)