HEADQUARTERS
U.S. STRATEGIC BOMBING SURVEY
(PACIFIC)
APO 234
C/O POSTMASTER, SAN FRANCISCO

INTERROGATION NO: 120 PLACE: Kobe
DATE : 23 Oct 45

Division of Origin: Capital Equipment and Construction.

SUBJECT: Plant Visit to MITSUBISHI HEAVY INDUSTRIES CO. , Ltd. Kobe.

Personnel interrogated and background of each:

a. S. FUJII - Managing Director of MITSUBISHI Heavy Industires Co.
b. S. MOCHIZAKI - Secretary of the Liaison Office (Interpreter).
c. G. SAKAI - Asst Managing Director of Co.
d. Others (see Report for complete list of personnel interviewed).

Where interviewed: Plant office, Kobe.

Interrogator: Major Hales; Lt Love; Sgt Balash.

Interpreter: S. MOCHIZAKI and Lt Love.

Allied Officers Present: None

SUMMARY:

1. General information: MITSUBISHI as a whole produced approximately 30% of all machinery in Japan - not counting that produced in the four Navy Arsenals at Yokosuka, Kure, Sasebo, and Maizuru.

2. Data on no employees of Co. from 1943 until Sept 1945. Peak employment month during war: December 1944 - 20,000 employees, of whom 10,000 employed in machinery production.

3. Principle reasons for production decline after Dec 44:

a. Lack of raw materials.
b. Labor shortage.
c. Continual change of production orders.

4. Air raid precautions:

a. Concrete shelters.
b. Air raid warning system.

5. Approximately 20% of MITSUBISHI Heavy Industries Co. at Kobe was damaged by Air Raids.

6. Types of machinery produced by Co.

7. Other things, besides machinery, produced by Co.

8. A list of data and information desired was explained and left with Co. Data is now being compiled, and will be available by Nov 1.

INTERROGATION

GENERAL INFORMATION:

Mitsubishi as a whole produced approximately 30% of all machinery produced in Japan-- not counting that produced in the four Navy Arsenals at Yokosuka, Kure, Sasebo and Maizuru. In Nov 43 there were 18,000 employees at Mitsubishi Heavy Industires Co. Ltd., of which 9.000 were employed in Machinery production. By December 1944 (Peak employment month during the war) there were 20,000 employees of which 10,000 were employed in machinery production. In September 1945 there were 8,000 employees, 2,000 of whom were working on machinery production. The reasons in lower number of employees after December were:

a. Air Raids
b. Calls to Service.

The principle reasons for production decline in order of their importance are as follows:

1. Lack of raw materials due to scarcity of the materials and lack of available transportation.

2. Labor shortage due primarily to burning of employees residence.

3. Continual change of production orders, e. g. in summer of 1944 there was almost a complete change-over from turbines to diesel engines.

Relations with the Navy were described as being "almost perfect" during 1943 and the first half of 1944. After June of 1944 the Navy Department did not or was not able to assist Mitsubishi Heavy Industries Co. Ltd., in obtaining either skilled or unskilled labor or raw materials. The constant change in orders also tended to strain relations with the Navy.

Air Raid precautions at Mitsubishi Heavy Industries Co. Ltd., were as follows:

1. Concrete shelters housing 3 tp 20 people were constructed.

2. The first news of a possible raid came from Army radio: broadcasts which gave the course of the US planes etc.

3. The news was announced over a loud speaker system set up in the various shops and a siren was sounded in the general alarm.

4. After the raids became heavier only a few employees remained at their work during a raid.

Approximately 20% of the Mitsubishi Heavy Industries Co. at Kobe was damaged by Air Raids.

This plant is a large producer of ships, both Naval and Commercial, and built many submarines. It has a normal annual capacity of 82,800 gross tons of new construction and 1,213, 423 gross tons of repairs. It also produces much of the heavy equipment for the ships, such as, the deisel or turbine drives, pumps, air compressors etc.

Plant produces no machine tools as such, but is a large producer of machinery, consisting mainly of the same, class of machinery used on ships, but adapted to land use, such as the deisels, the turbines, both steam and hydraulic, pumps, boilers, compressors, and similar machinery.

In addition they build many other things in which we have no interest such as; steel poles, steel pipes, oil and water tanks, bridges, steel girders and structural steel work; production and repair of locomotives, vehicles and freight car; Bicycles, rear-cars, small built-up houses and furniture.

The study of this plant for the CEC Division will embrace only a small portion, but PDD is now making a study of a 4,000 lb bomb hit, and undoubtedly the M.S. and Transportation divisions will be interested in their production for ships, subs, and rolling stock. Figures on these might be available at Mitsubishi Headquarters in Tokyo.

As is to be expected the plant apparantly operated in typical Japanese style. In their foundry, they had three cupalas, for making iron; and two electric arc furnaces, capacity 10 tons in 24 hours each, for making steel, of which there was apparantly plenty. However, even before the plant was damaged in a raid they dispersed (or a better would be hid) one of the furnaces in a small town, making no attempt to start it up. By this time their use of steel was low enough so the one furnace could handle their work. On recalling to them that Japan had a steel shortage and asking why they had not continued to make steel ingots from their scrap, and shipping it to a steel mill they stated that there were too many government restrictions on doing this. They were very vague on their reasoning and finally said "Yes, if we had a system like that we might have won the war." So sorry it so Japaneesy.

They apparantly had trouble with skilled labor, such as moulders but did nothing about training them until it was so late it did no good. In the foundry they worked 2--12 hours shifts.

Their production machinery was not too bad, but was not comparable in type with similar American machine tools. Due to roof and sidewall building damage the elements have taken a heavy toll of the precision machine tools.

Much time was spent in clarifying exactly what we want in the way of data, all of which is in the process of compilation. It will be sent to their headquarters in Tokyo by the first of November.