

MHI Group Diversity, Equity and Inclusion (DE&I) Policy

1. Statement

MHI Group aims to achieve growth by promoting Diversity, Equity & Inclusion (DE&I) and contributing to the development of society by addressing current and future societal challenges. In the countries and regions in which MHI Group conducts business, we will act in accordance with the MHI Group Global Code of Conduct, MHI Group Human Rights Policy and the provisions of this Policy to promote development of a corporate culture fully leveraging the unique strengths of each employee.

2. Introduction

MHI Group conducts business with the mission of combining cutting-edge technology with many years of expertise to provide solutions to the evolving challenges facing the world while enriching people's lives.

To deliver innovative, pioneering solutions to address complex societal challenges, it is essential to integrate our extensive experience and knowledge with the perspectives of individuals from diverse backgrounds, embracing the variety of ideas they offer.

Since our foundation, MHI has made contributions to societal development by staying true to the following values

- **We deliver reliable and innovative solutions that make a lasting difference to customers and communities worldwide.**
- **We act with integrity and fairness, always respecting others.**
- **We constantly strive for excellence in our operations and technology, building on a wide global outlook and deep local insights.**

MHI Group promotes DE&I to create an environment in which each individual can maximize their abilities in order to continue to achieve continuous innovation.

3. Targets

This policy applies to all MHI Group Officers & Employees.

4. Definition

This Policy refers to Diversity, Equity and Inclusion. We define and explain these terms as follows:

Diversity:

Differences that individuals possess.

Diversity is an important strength for MHI Group, which is an organization formed by employees with a variety of backgrounds such as race, color, religion, disability, political beliefs, gender, age, nationality, sexual orientation, marital status and any other characteristic protected by national or local laws. It is necessary to embrace each individual's background while conducting business to achieve our Group mission.

Equity:

Treating individuals impartially.

MHI Group treats the diversity of all employees with dignity and respect.

MHI Group will not tolerate discriminatory treatment of any kind.

Equity does not mean treating everyone in the same way. We recognize that each of us is different, and each of us needs different conditions to thrive. We put in place rules, policies and tools to allow everyone to access the same opportunities.

Inclusion:

A state where individuals' diversity is welcomed, and they are comfortable to contribute to society and organizations regardless of differences.

We strive to foster an environment where all employees can work enthusiastically and demonstrate their individual abilities regardless of differences.

5. Roles and Responsibilities

Diversity, Equity, and Inclusion (DE&I) initiatives are led by the MHI Executive Vice President in charge of HR, in cooperation with related divisions across MHI Group.

MHI Group companies are to be responsible for enacting their own initiatives in accordance with the laws and regulations of their respective countries and their own guidelines.

Regional HR organizations are to support DE&I strategies aligned to their regional business strategies.

Managers are to work to create a workplace where every employee can work with enthusiasm.

Employees are to ensure that they act in accordance with MHI group DE&I policy, embrace a diverse workforce and respect each others' values.

Established: October, 2024

Junichiro Kakihara

Executive Vice President

In Charge of HR

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