

2024 Medium-Term Business Plan (FY2024 – FY2026)

May 28, 2024

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During this presentation, I will outline our 2024 Medium-Term Business Plan (MTBP).

- 1. Mission and Vision for Society**
- 2. Review of 2021 MTBP***
- 3. MHI's Operating Environment and Expected Roles**
- 4. Strategy and Targets**
- 5. Key Initiatives**
- 6. Strengthen Technologies and Human Capital**
- 7. Promote MISSION NET ZERO**

Today's presentation will cover the topics listed in the table of contents.

1. Mission and Vision for Society

First, let me explain MHI's mission and our vision for society.

1. Mission and Vision for Society



Our Mission

Combine cutting-edge technology with many years of expertise to provide solutions to the evolving challenges facing the world while enriching people's lives

Our Vision for Society



- Provide realistic solutions tailored to local communities and customers to solve societal issues
- Starting with manufacturing, expand our scope of work both up- and down-stream within value chains, form partnerships, and become a hub for ecosystems to change society

**Succeed in the global competitive landscape into the future
by realizing our vision for society**

Our mission is to combine cutting-edge technology with many years of expertise to provide solutions to the evolving challenges facing the world while enriching people's lives. Our goal is to realize MISSION NET ZERO and a safe, secure, and comfortable world.

As the issues facing the world become more complex, we will provide realistic solutions to these problems tailored to local communities and customers.

In doing so, starting with manufacturing, we plan to expand our scope of work both up- and down-stream within value chains. We will form strategic partnerships and become a hub for ecosystems to change society.

Through these activities, we aim to succeed in the global competitive landscape.

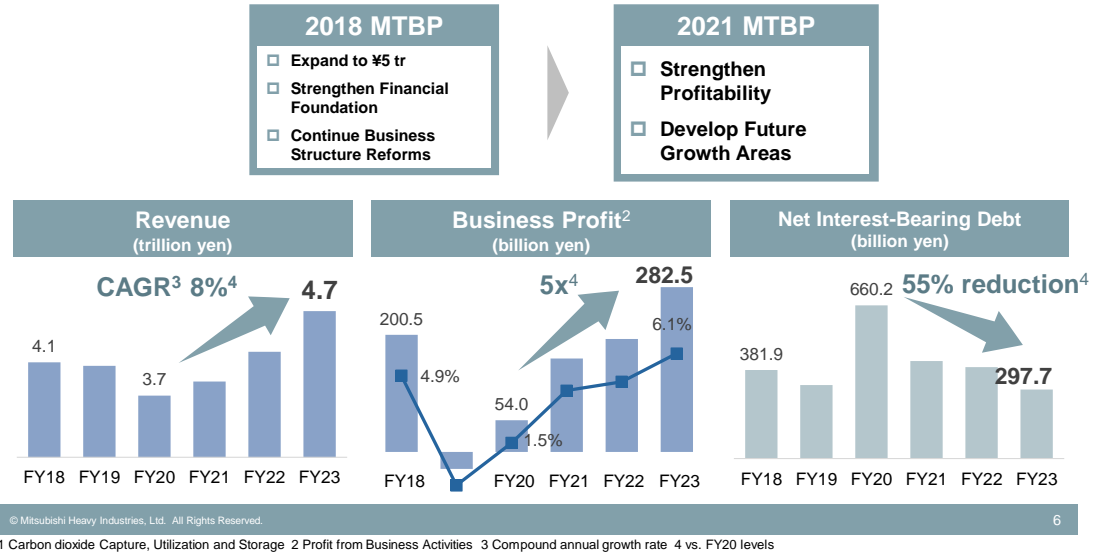
2. Review of 2021 MTBP

Before discussing the 2024 MTBP, allow me to provide a review of the 2021 MTBP.

2. Review of 2021 MTBP



- Despite uncertainty in our operating environment, strengthened profitability, achieving record profits and building strong business and financial foundations
- Through the development of future growth areas, identified commercial opportunities in hydrogen, ammonia, CCUS,¹ electrification, and data centers.



During the 2021 MTBP, we worked to strengthen profitability and develop future growth areas. This was because, at the start of the 2021 MTBP, our operating environment was uncertain, and we decided to focus on shoring up current levels of profitability and strengthening our business foundation, rather than pursuing revenue growth.

As a result, we achieved record profits and built strong business and financial foundations in FY2023.

As for the development of future growth areas, we identified commercial opportunities on the energy supply side, such as hydrogen, ammonia, and carbon capture, and in the electrification and data center areas on the energy demand side.

The graphs on the bottom half of this page show trends in revenue, business profit, and net interest-bearing debt during the 2018 MTBP and 2021 MTBP periods. Revenue and business profit both increased significantly. Accordingly, we were able to significantly reduce net interest-bearing debt.

Based on these solid business and financial foundations, we will begin work on the 2024 MTBP.

3. MHI's Operating Environment and Expected Roles

I will now explain our assumptions regarding MHI's operating environment and our expected roles during the 2024 MTBP.

3. MHI's Operating Environment and Expected Roles



- Contribute to solving the increasingly complex issues society faces as our operating environment changes

Operating Environment



Expected Roles

Contribute to decarbonization

- Energy supply side
 - Provide stable supply of energy
 - Realize energy transitions tailored to local conditions
- Energy demand side
 - Improve efficiency and automate with digital technologies
 - Launch environmentally conscious products on the energy demand side

Contribute to national security

- Strengthen national security with comprehensive approach

MHI faces a variety of situations in our operating environment, including those related to energy, economic security, and geopolitical risks. Under such circumstances, MHI Group will play two major roles in contributing to the resolution of societal challenges.

First, we will contribute to the realization of a Carbon Neutral world. This will be addressed on both the energy supply and demand sides. We will also contribute to national security.

4. Strategy and Targets

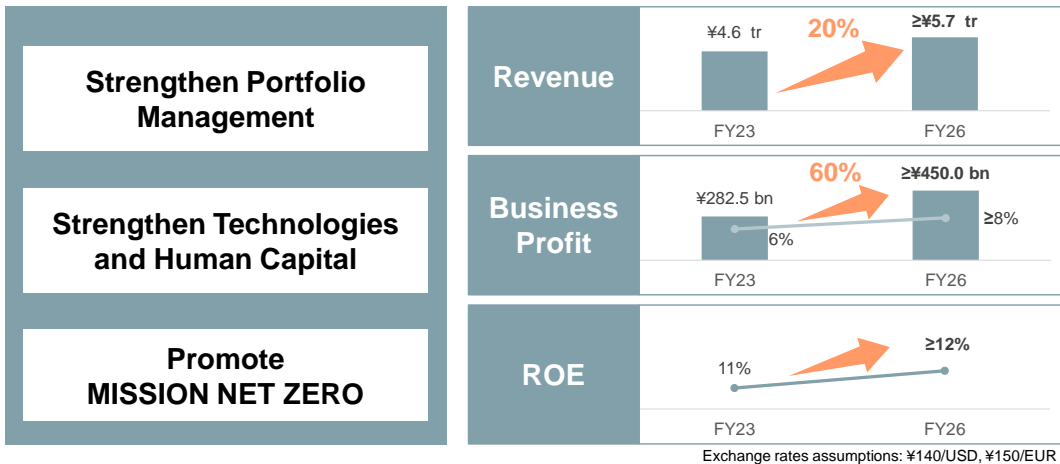
Next, allow me to outline our strategy and targets for the 2024 MTBP.

4. Strategy and Targets



- Strengthen portfolio management leveraging business and financial foundations established during the 2021 MTBP
- Strengthen the technologies and human capital that support these efforts, and promote MISSION NET ZERO

Balance business growth with further profitability improvements



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During the 2024 MTBP, we will further strengthen and evolve portfolio management, leveraging the business and financial foundations established during the 2024 MTBP.

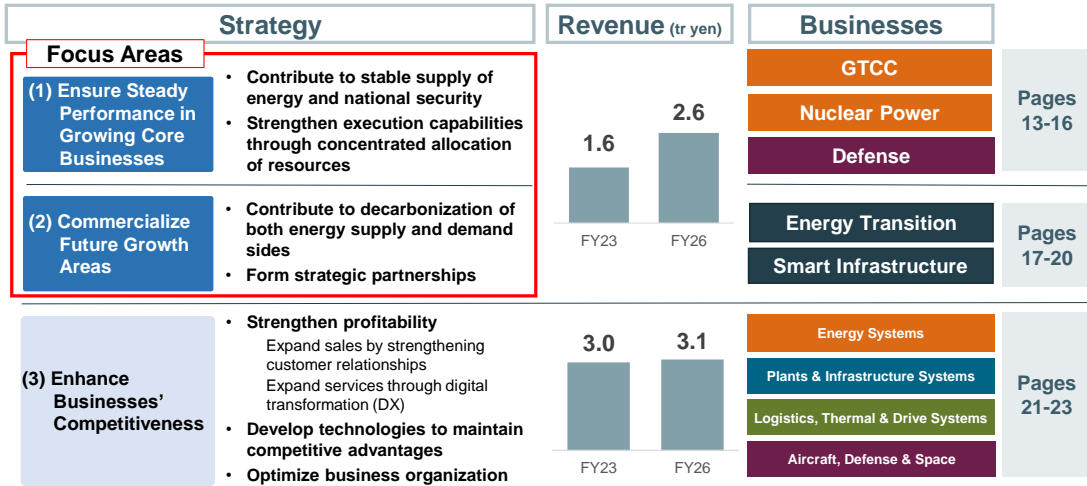
In other words, during the 2024 MTBP, we will develop our business while balancing business growth with further profitability improvements. We aim to achieve revenue of at least ¥5.7 trillion, an increase of 20% over FY2023 levels, and business profit of at least ¥450 billion, an increase of 60%, resulting in an ROE of 12% or higher.

In addition to strengthening the technologies and human capital that will underpin these efforts, we will also promote MISSION NET ZERO.

4. Strategy and Targets: Strengthen Portfolio Management



- Focus on GTCC,* Nuclear Power, and Defense, and fulfill our expected roles in each market
- Accelerate efforts to achieve a Carbon Neutral world
- Strengthen both profit and cash flow generation capabilities



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*Gas Turbine Combined Cycle

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Next, allow me to speak about each of these initiatives.

During the 2024 MTBP, we expect a significant increase in revenue of ¥1 trillion in Gas Turbine Combined Cycle (GTCC), Nuclear Power, and Defense, which saw large increases in order intake during the 2021 MTBP. We will focus resources in these areas and stably execute their order backlogs.

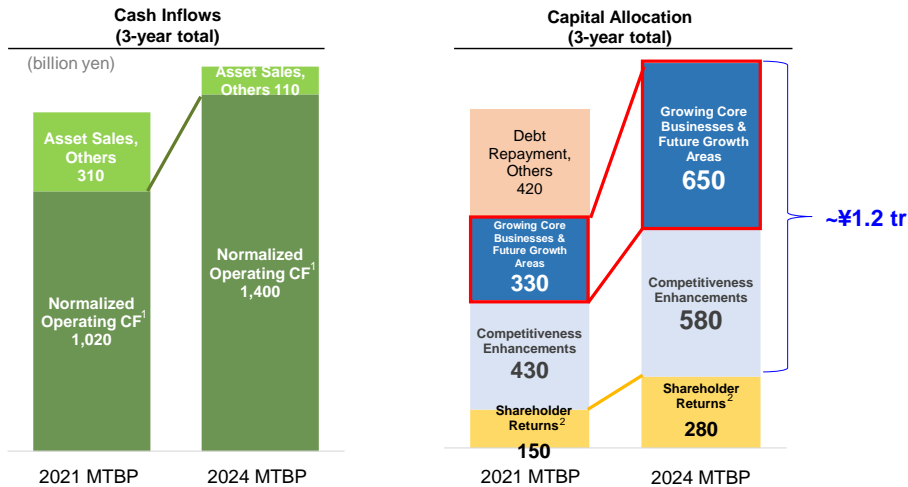
Furthermore, during the 2024 MTBP, we will work to commercialize our future growth areas – which made good progress during the 2021 MTBP – with an eye toward the 2027 MTBP and beyond.

In addition to these two areas, we will further enhance the competitiveness of businesses which during the 2021 MTBP faced challenges from the COVID-19 pandemic as well as materials cost inflation, and where efforts have been made to strengthen profitability. This will improve our ability to generate cash flow and stimulate growth investments.

4. Strategy and Targets: Capital Allocation Plan



- 2021 MTBP: Reduced interest-bearing debt and allocated funds to build a strong financial base
- 2024 MTBP: Invest ¥1.2 trillion, of which ¥650 billion will be allocated to growing core businesses and future growth areas
- Significantly increase shareholder returns



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1 Cash flow 2 Includes dividends to non-controlling interests

Next is the capital allocation plan for the 2024 MTBP.

During the 2024 MTBP, we will increase normalized cash flow compared to 2021 MTBP levels with our strengthened profitability. The bar on the right-hand side of the Cash Inflows graph shows the three-year total during the 2024 MTBP.

Moreover, we also worked to repay debt during the 2021 MTBP period.

As a result, we will leverage increased cash flow to increase investments and shareholder returns during the 2024 MTBP.

Investments will increase by more than 60% to ¥1.2 trillion, of which ¥650 billion will be allocated to investment in our growing core businesses and future growth areas.

We also plan to significantly increase shareholder returns. As a shareholder return policy aiming to achieve medium- to long-term progressive dividends, we will transition from the conventional dividend payout ratio to dividend on equity ratio (DOE).

5. Key Initiatives

(1) Ensure Steady Performance in Growing Core Businesses



Over the next few pages, I will talk about the specific initiatives. The first is related to our growing core businesses.

5-(1) Ensure Steady Performance in Growing Core Businesses: GTCC



- Enact strategies based on market needs to further increase global market share

Opportunities during 2024 MTBP

Market Environment

- High output, high efficiency models now mainstream. Market to grow at a certain rate through 2030.
 - Demand for decarbonized fuel conversions stimulated by CO₂ emissions regulations
 - Demand for load-following power to stabilize grids amid expansion of renewable energy
 - Demand for on-site power generation for data centers and semiconductor plants
- Demand for hydrogen and ammonia combustion to ramp up

Initiatives to Strengthen Business

Strengthen Supply Capacity

- Improve business execution capabilities by expanding facilities and personnel

Actively Invest in R&D

- Develop technologies to solidify competitive advantages in pursuit of a decarbonized world

Propose Services Utilizing Vast Operations Data

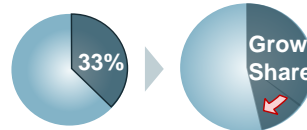
- Propose effective maintenance utilizing data obtained through remote monitoring products (TOMONI®)

MHI's Strengths

- High performance, large frame gas turbines
- High reliability through pre-launch testing at utility-scale, in-house demonstration plant
- Optimized operation with CO₂ capture systems
- Validation of future hydrogen and ammonia fuel conversion technologies outpacing competitors

Further Global Market Share Growth

Maintain top market share held since 2022



Left: CY2020-2022 actual annual market size (McCoY)
 Right: CY2023-2027 annual market size forecast, MHI order volume based on 2024 MTBP period average
 *Large frame gas turbine output range (excl. mechanical drive applications)

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First, allow me to provide an overview of the GTCC business.

The gas turbine market is expected to expand in the future due to strong demand for decarbonized fuel conversions stimulated by CO₂ emissions regulations, load-following power due to the expansion of renewable energy, and on-site power generation for data centers.

In this market environment, we will maintain our top share by developing and validating highly reliable fuel conversion technologies and combining them with CO₂ capture technologies in the future.

We will continue to expand our supply capacity while strengthening personnel and production capacity to meet this strong demand.

We will also actively invest in R&D to maintain our competitive advantages and lead the decarbonization market.

We will firmly lead other companies in areas such as performance, reliability, and the ability to achieve future fuel conversions or CO₂ capture applications, while widening the gap between ourselves and the competition.

5-(1) Ensure Steady Performance in Growing Core Businesses: Nuclear Power



- Against the backdrop of Japan's policy to utilize nuclear energy, steadily pursue initiatives in a variety of areas to expand our business

Opportunities during 2024 MTBP

Market Environment

- Japan's Basic Policy for the Realization of GX¹ includes the utilization of nuclear energy
- Investment appetite increasing for nuclear power as a means to achieve Carbon Neutrality and maintain stable power supplies

Business Expansion

- Support PWR² and BWR³ restarts and SSFs⁴ construction
- Support establishment of the nuclear fuel cycle
- Perform maintenance work for long-term, stable plant operation
- Export equipment for existing and new plants outside Japan
- Continue design work on Advanced Light Water Reactor SRZ-1200[®]
- Develop fast reactor and high temperature gas-cooled reactor technologies

Initiatives to Strengthen Business

Strengthen Supply Capacity

- Expand personnel to enable parallel execution of current projects and development of fast reactors and high temperature gas-cooled reactors

Actively Invest in Facilities and R&D

- Develop technologies through government-led projects, and update and enhance production facilities

Support Maximum Utilization of Existing Plants

- Support availability improvements, operation enhancements, and preventative maintenance with a view to long-term plant operation

SRZ-1200



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1 Green Transformation 2 Pressurized Water Reactor 3 Boiling Water Reactor 4 Specialized Safety Facility

The next page is about Nuclear Power.

Against the backdrop of Japan's national policy to maximize the utilization of nuclear energy, we will steadily expand this business.

In particular, we will continue to support the restart of existing plants and the establishment of the nuclear fuel cycle during the 2024 MTBP. We will also perform maintenance work for the long-term, stable operation of restarted plants. We also forecast the export of equipment to other countries as demand for nuclear power grows worldwide.

Furthermore, as the lead company in Japan, we will continue design work on an Advanced Light Water Reactor and will develop next-generation nuclear reactors: fast reactors and high temperature gas-cooled reactors.

To this end, we will expand personnel and update and enhance the performance of our production facilities.

5-(1) Ensure Steady Performance in Growing Core Businesses: Defense



- Expand business by responding to sharp increase in national security needs in Japan

Opportunities during 2024 MTBP

Market Environment

- Japan's defense budget increasing due to rising geopolitical risks
- New defense equipment with advanced capabilities to be introduced

Business Expansion

- Stand-off defense (in all domains: air, land, and sea)
- Integrated missile defense
- Next-Generation Fighter Aircraft development
- Unmanned asset defense
Responding to needs for unmanned aerial, underwater, and ground vehicles
- Space domain
Needs for space asset utilization enabling communications, navigation, and information gathering

Initiatives to Strengthen Business

Strengthen Supply Capacity

- Increase personnel by around 30%, including optimization of internal human resource utilization.
Increase development and production capacity to enable revenue increases.

Promote International Joint Development

- Participate in Global Combat Air Programme promoted by GIGO*

Actively Invest in R&D

- Get head start on next-generation fundamental technology development



Type-12 Surface-to-Ship Missile
(Cornerstone of stand-off defense)



Next-Generation Fighter Aircraft concept art (Courtesy of Japan Ministry of Defense)

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*GCAP International Government Organisation: An intra-governmental organization promoting the Global Combat Air Programme (GCAP), in which Japan, UK, and Italy are participating

The next page is about our Defense business.

Our business is rapidly expanding against the backdrop of national security initiatives in Japan, and we want to ensure that we can reliably respond to the Japanese government's requests.

We will continue to work on stand-off defense and missile defense capabilities, as well as to promote international joint development on the Next-Generation Fighter Aircraft. We also believe that the use of unmanned systems will increase in the future, and we will work to develop fundamental technologies in this area.

We are planning to expand revenue by a total of ¥1 trillion in these three growing core businesses, as well as in our future growth areas, which I will explain next.

5. Key Initiatives

(2) Commercialize Future Growth Areas



The second initiative is to commercialize our future growth areas.

5-(2) Commercialize Future Growth Areas: Hydrogen and Ammonia

- 2021 MTBP: Achieved FID¹ for the world's largest hydrogen production, storage, and supply project.² Also worked to develop hydrogen and ammonia gas turbines, hydrogen production systems, and other products.
- 2024 MTBP: Through our new organization, GX Solutions, participate in projects around the world, and form strategic partnerships to build hydrogen and ammonia value chains

1 FID: Final Investment Decision 2 Advanced Clean Energy Storage: Project to produce 100 tons/day of green hydrogen for underground storage and supply to gas turbine power plant

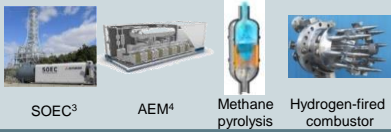
2021 MTBP

- Participated in hydrogen production, storage, and supply project in Utah, US. Facilities now under construction (~80% complete)
- Built Takasago Hydrogen Park and Nagasaki Carbon Neutral Park in Western Japan.
Worked to develop hydrogen production systems and hydrogen/ammonia gas turbines.
- Two hydrogen hub projects with MHI involvement were nominated to receive funding from the US Department of Energy

2024 MTBP

- Project in Utah, US to reach completion, and power generation with hydrogen co-firing at commercial plant to begin
- Validate 100% hydrogen and ammonia firing in small and mid-size gas turbines, and 50% hydrogen co-firing in large frame gas turbines
- Establish business model using hydrogen-related and other technologies
- Form strategic partnerships, and pursue realization of projects, including hydrogen hubs in US and ammonia bunkering project in Singapore

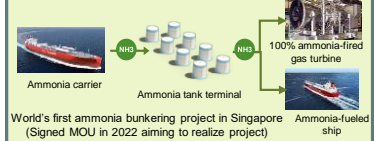
Core Technologies & Products



Hydrogen



Ammonia



Combine core technologies and products to build hydrogen and ammonia value chains

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3 SOEC: Solid Oxide Electrolysis Cell 4 AEM: Anion Exchange Membrane

Within our future growth areas, we have been working to decarbonize both the energy supply and demand sides.

On the energy supply side, our first initiatives are related to hydrogen and ammonia. During the 2021 MTBP, a final investment decision (FID) was reached for a hydrogen production, storage, and supply project in Utah in the US.

On the topic of R&D, we conducted validation tests of hydrogen and ammonia-fired gas turbines and boilers, and worked to develop hydrogen production technologies.

During the 2024 MTBP, the project in Utah will reach completion and begin operation. We will also continue R&D on hydrogen and ammonia technologies.

We also plan to form strategic partnerships with other companies in make these projects reality.

In April 2024, we established GX* Solutions, a new organization through which we will focus our comprehensive strengths to promote GX initiatives.

*GX: Green Transformation seeks to transform entire economic and societal systems by transitioning fossil energy-centric industrial and societal structures to clean energy.

5-(2) Commercialize Future Growth Areas: ccus



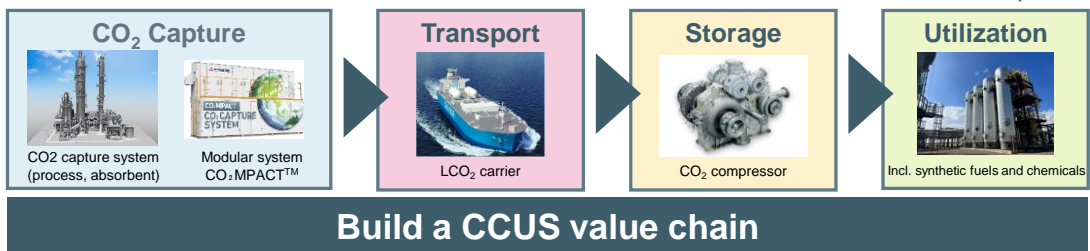
- 2021 MTBP: In addition to responding to many inquiries, developed core technologies and products necessary to realize CCUS. Partnered with ExxonMobil and others, a first step in building a CCUS value chain.
- 2024 MTBP: Through the efforts of GX Solutions, aim to scale business by achieving FID in projects with MHI involvement, and by increasing strategic partnerships through technology licensing both inside Japan and around the world

2021 MTBP

- Responded to inquiries and participated in FSs¹ for many CO₂ capture projects in a variety of industries (>50 projects)
- Worked to develop core technologies and products such as a new absorbent, a modular CO₂ capture system, an LCO₂ carrier, a CO₂ compressor, and synthetic fuels
- Created CCS solutions organization through alliance with ExxonMobil. Partnered with licensees around the world.

2024 MTBP

- Receive subsidies from the US Department of Energy, and achieve FID on leading projects such as CCUS hubs and clusters in UK
- Develop next-generation CO₂ capture technologies, and build service infrastructure, including for remote monitoring, in order to enhance competitiveness
- Participate in JOGMEC² Advanced CCS³ Projects



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¹ FS: Feasibility Study ² JOGMEC: Japan Organization for Metals and Energy Security ³ CCS: Carbon dioxide Capture and Storage

Next is Carbon Capture.

We received many inquiries for Carbon Capture during the 2021 MTBP. We also formed an alliance with ExxonMobil and other companies to gain commercialization opportunities.

During the 2024 MTBP, in addition to these projects' reaching FID, we will develop next-generation CO₂ capture technologies to gain a competitive advantage.

Within Japan, we will participate in JOGMEC's Advanced CCS Projects to accelerate commercialization in this area.

We are driving efforts in Carbon Capture around the world in a variety of industries and for a variety of use cases, and we are working to realize these projects through strategic partnerships.

5-(2) Commercialize Future Growth Areas: Electrification and Data Centers



- 2021 MTBP: Prepared for commercialization in the electrification and data center areas by developing and validating new technologies, and acquiring a services company in US
- 2024 MTBP: Proceed with commercialization by combining MHI products as well as our partners'

2021 MTBP

Identified electrification and data centers as important megatrends

- Targeted one-stop solution combining power supply, cooling, and control systems
- Validated immersion cooling and power supply system technologies
- Acquired Concentric, LLC as North American service location

2024 MTBP

Fully enter data center and electrification markets

- Promote one-stop solutions business combining power supply with cooling systems
- Apply on-site power generation systems according to power demand
- Build energy management product to optimize entire systems
- Further strengthen service network



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1 UPS: Uninterrupted Power Supply 2 ESS: Energy Storage System 3 EMS: Energy Management System

Next is the area of electrification and data centers.

In the past, we have referred to this area as Smart Infrastructure. During the 2021 MTBP, the areas of electrification and data centers made considerable progress. As one example of this, we prepared for future commercialization by acquiring a services company in the US.

During the 2024 MTBP, in addition to our existing services businesses, we will leverage thermal and electrical engineering technologies to provide one-stop energy management systems, which combine power supply and cooling systems for expanding data center projects.

5. Key Initiatives

(3) Enhance Businesses' Competitiveness



The third initiative is enhancing our businesses' competitiveness.

5-(3) Enhance Businesses' Competitiveness

- Initiatives to strengthen profitability:
 - Strengthen customer relationships and expand sales in our competitive areas
 - Apply latest tools including AI and digitalization technologies to strengthen service capabilities

Examples of 2024 Initiatives	
Strengthen Profitability	<ul style="list-style-type: none"> ■ Strengthen and expand direct sales organizations in HVAC, Logistics Systems, and others ■ Establish position as system integrator by providing core technologies and design services in Metals Machinery, Commercial Ships, and others
Expand sales by strengthening customer relationships	<ul style="list-style-type: none"> ■ Enhance O&M¹ with remote monitoring and automation technologies in Environmental Systems, HVAC, and others ■ Respond to customer needs and potential problems using AI-enabled failure prediction and preventative maintenance in Machinery Systems and others
Expand services through DX	<ul style="list-style-type: none"> ■ Share in-house best practices (MHI digital products for image monitoring and audio instruction) in Metals Machinery with other business (such as Transportation Systems) ■ Strengthen after-sales services in Commercial Aviation and Aero Engines



Machinery Systems AI remote monitoring and operational support system MaiDAS®



Aero Engines MRO²



CRJ700

In order to further enhance profitability, which we strengthened during the 2021 MTBP, we will pursue initiatives according to the situation in each business.

In HVAC and Logistics Systems, where markets have recovered from the COVID-19 pandemic, we will strengthen and expand our direct sales organizations, increasing revenue by strengthening relationships with our customers.

In Metals Machinery and Commercial Ships, we will expand our businesses by introducing environmentally conscious products and systems, such as electric arc furnaces, hydrogen reduction steelmaking, and fuel conversion engineering.

As a company-wide initiative, we will continue to promote digital transformation (DX) and expand our services businesses. In particular, there is much need for automation solutions, and we will respond to this demand.

Moreover, in addition to our existing Tier 1 supplier businesses in Commercial Aviation Aero Structures and Aero Engines, we will strengthen after-sales services to enhance profitability.

5-(3) Enhance Businesses' Competitiveness



- Enhance competitive advantages by developing decarbonized products and automation solutions
- Optimize business structures by consolidating business locations and reallocating resources to focus areas

Examples of 2024 Initiatives

Develop technologies to maintain competitive advantages

- Develop technologies for the **decarbonization of steelmaking processes**
- Launch **automation products** in Logistics Systems and others, which **coordinate equipment and operators** using Σ SynX[®] (read as "Sigma Syncs")
- Develop **products using natural refrigerants** such as heat pumps
- Develop **clean fuel-compatible products** such as engines



New forklift model enabled with Σ SynX[®]



CO₂ refrigeration condensing unit using CO₂ refrigerant (C-puzzle series, 10-80 hp)

Optimize business structures

- **Consolidate and optimize production bases and sales networks**
- **Reallocate resources to focus areas** by improving operational efficiency and productivity

We will expand our businesses by developing and launching environmentally conscious products such as heat pumps using natural refrigerants, and clean fuel-compatible engines.

Some businesses, however, are contracting. As we continue to optimize our business structures, we will reallocate resources to focus areas by improving operational efficiency and productivity.

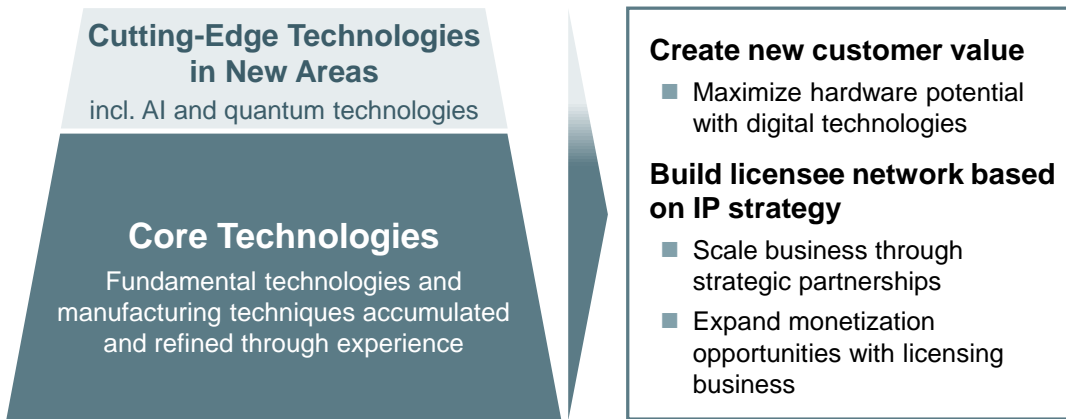
6. Strengthen Technologies and Human Capital

Next, I will talk about strengthening the technologies and human capital needed to support these initiatives.

6. Strengthen Technologies and Human Capital



- Combine core technologies accumulated through experience with new technologies, and utilize in new product development
- Establish a scalable business model through technology licensing



We will combine core technologies accumulated and refined through experience with cutting-edge technologies in new areas such as AI and quantum technologies to create new customer value – such as maximizing the potential of hardware with digital technologies – and use these combinations to develop new products.

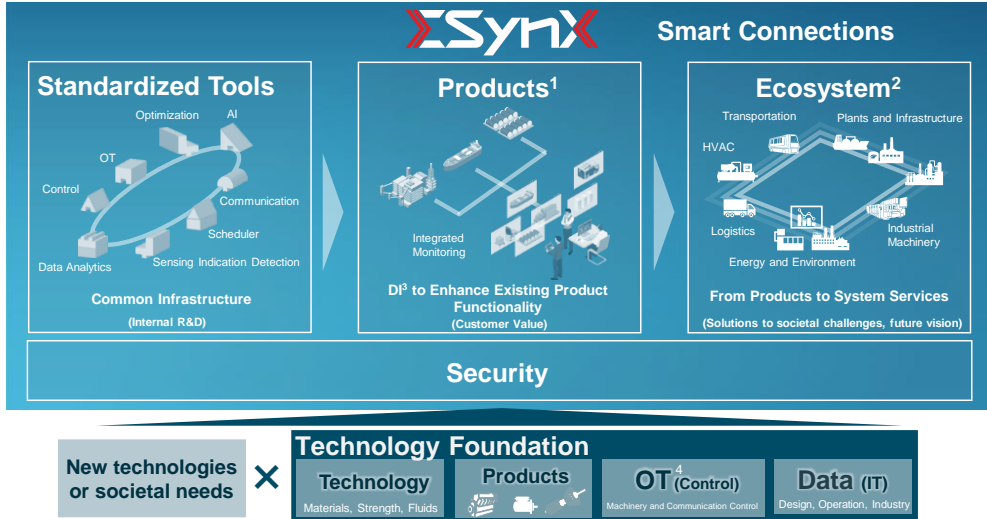
In order to acquire these advanced technologies, we plan to pursue open innovation, including through investment in start-ups, picking up where conventional R&D left off.

Furthermore, in our future growth areas, we will develop an intellectual property strategy, build a licensing network based on it, increase strategic partnerships to scale the business, and transform our business model into one that monetizes technology licensing.

6. Strengthen Technologies and Human Capital :Digital Technologies



- Improve convenience of common infrastructure using long-standing know-how and the latest knowledge developed into standardized tools
- Develop products that enhance existing product functions, such as intelligent integrated monitoring, operation, and maintenance, and share among businesses
- Create new value by promoting an ecosystem that intelligently connects diverse machinery and products



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¹ Products: Functionality/services enabled by connecting machinery/products to standardized tools ² Ecosystem: Services enabled by connecting Products/standardized tools to machinery/products ³ Digital Innovation ⁴ Operational Technology

Digital technologies will effectively accelerate our growth strategy.

MHI has common core technologies that cover a wide array of technical fields, products, machinery modules, and various data and know-how related to the development, operation, and maintenance of complex machinery.

By combining the latest technologies and knowledge from around the world into standardized digital tools, we will improve the convenience of common infrastructure. Furthermore, we will develop digital platforms that optimize integrated monitoring, operation, and maintenance, and enhance product value. We will then share these platforms among our businesses.

By intelligently connecting devices and products, we will realize an ecosystem that creates new value and is itself a realistic solution for our customers.

The ΣSynX (read “Sigma Syncs”) concept is a platform based on our core technologies, and which includes security elements. This platform will expand the possibilities for value creation without limit.

6. Strengthen Technologies and Human Capital



- Strengthen the recruitment and development of human resources, and reallocate resources to focus areas
- Aim to cultivate 20,000 DI-proficient personnel by 2030
- Improve employee engagement by providing opportunities for growth and improving work styles

Strengthen human capital in accordance with business unit strategies

Strengthen Recruitment and Development

- **Diversify recruitment methods**
(Incl. strengthening recruitment branding, starting use of American and European recruitment platforms, and alumni recruitment)
- **Visualize and develop personnel requirements, Establish HR cycle**
(Utilize global HR systems, renew education systems)



Reallocate Resources

- **Improving human resource mobility**
(Visualize talent across Group, promote internal recruitment)
- **Support for employees taking on new challenges**
(Incl. promotion of internal and external secondment programs)



Work Style Improvements

- **Develop work environment in which diverse personnel can actively participate**
- **Promote flexible workstyles adapted to each stage of life**



In order to strengthen the human capital required to achieve our 2024 MTBP goals, we will focus on three areas: strengthening recruitment and development of human capital, reallocating resources, and work style improvements.

First, regarding recruitment and development, we will adopt a variety of recruitment methods while not limiting ourselves to conventional approaches. Furthermore, we will clarify development needs by visualizing personnel requirements and work to secure the human resources required for our businesses.

In particular, we will roll out initiatives to cultivate more than 20,000 employees proficient in digital technologies by 2030.

Next, in the area of resource reallocation, we will use programs to visualize talent in the Group and encourage employees to take on new challenges, moving personnel to focus areas and strengthening portfolio management.

Finally, with regard to work style improvements, we will promote flexible workstyles adapted to each employee's stage of life, thereby creating work environments that enable diverse personnel to reach their full potential at each of our global locations.

Through these initiatives, we will strengthen human capital in accordance with our business units' strategies.

7. Promote MISSION NET ZERO



Finally, I will talk about MISSION NET ZERO.

7. Promote MISSION NET ZERO



- Work toward achievement of MISSION NET ZERO in order to realize a sustainable, safe, and secure world
- Acquire plant decarbonization know-how at Mihara Machinery Works, which is pioneering these initiatives. Then, reduce emissions across the company by sharing these techniques with other plants within the Group.

Mihara Carbon Neutral Plant



- **Efforts to reduce CO₂ emissions:**
97.7% reduction (vs. FY2021 levels) through installation of solar panels, energy conservation, and streamlining
- **Acquire practical plant decarbonization know-how:**
Acquire **know-how for creating plant decarbonization road-maps** (including MAC¹ curve techniques and factory decarbonization organizations)

Energy conservation and streamlining of facilities, procurement of carbon-free power, and other initiatives

Scope 1 Initiatives

Energy conservation, streamlining, and electrification

- Reduce boiler operation
- Convert boilers to heat pumps
- Utilize decarbonized fuel co-firing during product testing and commissioning

Scope 2 Initiatives

- Install LED lighting
- Reduce air conditioner load, upgrade inverters
- Operation optimization, consolidation, and upgrade of machine tools

Decarbonization of electricity supply



Decarbonization of electricity through Energy Transition and installation of solar panels at Group plants

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¹ Marginal Abatement Cost

We are currently working to make Mihara Machinery Works a Carbon Neutral factory. Using marginal abatement cost (MAC) curve techniques, we have developed a concept to achieve neutral CO₂ emissions at our plants. Specifically, this means we are working on such measures as the electrification of heat sources and energy conservation.

We have already installed solar panels in Mihara, and we are making an integrated effort to use solar energy to power our plants.

Using Mihara Machinery Works as a model case, we will apply the know-how and new management system acquired there to other plants. Furthermore, we are working to contribute to global Carbon Neutrality by providing factory diagnostics to our customers' factories.

Conclusion

In conclusion, my assessment is that we mostly achieved our 2021 MTBP goals. As a result, we reduced net interest-bearing debt and increased dividends.

During the 2024 MTBP, we will leverage the business and financial foundations established during the 2021 MTBP to enable our next major successes.

We will thoroughly review our business portfolio to enhance growth potential. We will also continue to develop MHI Group by balancing business growth with further profitability improvements.

This concludes my presentation. Thank you for listening.



Appendix

FY2026 Targets



- Leveraging the business foundation established during the 2021 MTBP, aim to balance business growth with further profitability improvements during the 2024 MTBP

	FY2023	FY2026
Revenue	¥4.7 tr	≥¥5.7 tr
Business Profit (%)	¥282.5 bn (6%)	≥¥450.0 bn (≥8%)
ROE	11%	≥12%
Total Assets	¥6.3 tr	¥6.3 tr
Total Asset Turnover	0.8	0.9
Debt/EBITDA Ratio	1.7x	≤1.7x
Dividend per Share ¹	¥20	¥26
CO ₂ Emissions Reduction: Scopes 1 & 2 (CO ₂ emissions volume)	(vs. 2014 levels) -42% (557 kton-CO ₂)	-47% (505 kton-CO ₂)

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¹ Historic dividends shown here retroactively adjusted to 1/10 original value to reflect 10-for-1 stock split effective April 1, 2024

Shareholder Return Policy



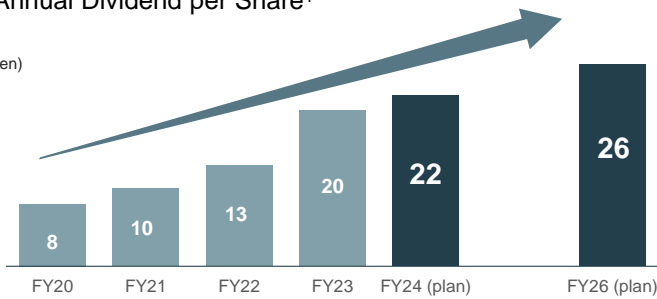
- Adopt dividend on equity ratio (DOE) as our shareholder return policy to achieve a progressive dividend in the medium to long term

DOE Adoption Concept

- Balance **dividend increases** with **stable dividends** according to profit growth
- MHI's cost of capital is recognized to be around 8%. Our DOE **target is 4% or above**, which is more than half the cost of capital.

Annual Dividend per Share¹

(yen)



Targeting ≥4% DOE

- Adopt **DOE** based on shareholder capital (excl. OCI²)
- Planning a **¥22 full-year dividend** in FY24, a ¥2 increase over FY23
- Planning a **¥26 full-year dividend** in FY26

¹ A stock split was enacted on April 1, 2024. To facilitate comparison, dividends through FY23 are shown here retroactively adjusted to reflect the stock split.

² OCI: Other comprehensive income (foreign currency translation adjustments, other valuation adjustments, etc.)

³ DOE: Dividends paid ÷ Shareholder equity (excluding OCI)

Business Highlights

Energy Systems



Developing Hydrogen Gas Turbines, Operated Commercial Unit with Hydrogen Fuel Co-Firing



- Successfully executed 30% hydrogen fuel co-firing in a state-of-the-art JAC series gas turbine at Takasago Hydrogen Park GTCC demonstration plant
- Began 100% hydrogen fuel combustion tests at the same facility using a small to mid-size H-25 series gas turbine

Takasago Hydrogen Park Enters Full-Scale Operation, Hydrogen Production Begins



- Began hydrogen production with alkaline water hydrolyzer. Hydrogen production, storage, and usage facilities are linked together.
- A test module of Solid Oxide Electrolysis Cell (SOEC), a next-generation high-efficiency hydrogen production technology, began operation in spring 2024

Selected as Core Company in Charge of Demonstration Fast Reactor Design and Development



- Undertaking conceptual design and R&D of sodium-cooled demonstration fast reactor aiming for start of operation in 2040s
- Also pursuing development of demonstration high temperature gas-cooled reactor as core company aiming for start of operation in 2030s.

Completed Manufacturing of Three Replacement Steam Generators for Électricité de France (EDF)



- Completed manufacturing of three replacement steam generators (SG) ordered by EDF for a nuclear power plant in France
- Will continue to contribute to the safe and stable operation of nuclear power plants by delivering products with high safety and reliability to markets in Japan and around the world

Built Nagasaki Carbon Neutral Park as a Development Base for Energy Decarbonization Technologies



- Developing fuel production and combustion technologies, aiming for increased use of hydrogen, biomass, and ammonia
- Existing development, design, and production bases in Nagasaki District will be utilized to provide solutions contributing to the realization of a Carbon Neutral world

Achieved #1 Global Gas Turbine Market Share Two Years Running in 2022 and 2023



- Achieved world's top market share on a capacity basis in 2023 for the second consecutive year
- In addition to our long track record, our gas turbine products' high performance and reliability, as well as their ability to be converted to hydrogen fuel in the future are highly evaluated

Image courtesy of Keppel Infrastructure

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Business Highlights

Plants & Infrastructure Systems



Developed MAmmoSS[®] Ammonia Handling System for Ships



- Aiming to utilize ammonia fuel in the lead up to the achievement of net zero GHG emissions from international maritime shipping by around 2050
 - Built an ammonia handling system demonstration test facility. Pursuing technology development aiming for commercialization.
- *MAmmoSS: Mitsubishi Ammonia Supply and Safety System

Established New Technology for Hydrogen Society



- Pilot plant for HYFOR process – which directly reduces iron ore fines with hydrogen – is in operation. Now proceeding with final preparations for a commercial prototype.
- Received the National Prize for Innovation in Dec 2023 from the Austrian government for contributions to sustainable economic development. This is the most prestigious award of its type in Austria.

Participating in Japanese Advanced CCS Project upon Selection by JOGMEC Program*



CCUS VALUE CHAIN

- The Tohoku Region West Coast CCS initiative, which was proposed jointly by seven companies, including MHI, was officially selected, and full-scale efforts aiming to realize a CCS program in Japan began
- *Japan Organization for Metals and Energy Security (JOGMEC)'s FY23 program, Study on Execution of Advanced CCS Projects

Launched Demonstration Experiment for CO₂ Capture from Waste-to-Energy Plant Flue Gas for Use in Methanation



- Began first domestic joint validation of CCU* with regional cooperation (Yokohama City, Tokyo Gas, and MHI)
 - The project will utilize power generated during the incineration of waste as renewable energy
- *CCU: Carbon dioxide Capture and Utilization

Contributing to Regional Economic Development and Improved Convenience with New APM Systems and O&M



- Received multiple orders for new installations, extension work, and O&M for new Automated People Mover (APM) systems (incl. Light Rail Transit (LRT) in Macao and APMs in Orlando and Dubai)
- Contributing to elimination of congestion caused by increasing populations and tourism, as well as improved convenience of transportation

Japan's First Full-Scale Seismic Isolation Testing Machine: E-Isolation



- Japan's first device capable of testing full-sized seismic isolation bearings used in high-rise buildings and large bridges
- Through the development of this testing machine, we are contributing to the advancement of customers' R&D as well as the realization of a society where people can live more safely and conveniently

Business Highlights

Logistics, Thermal & Drive Systems

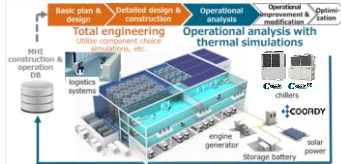


Received First Order from Kirin Group for Intelligent Logistics Product



- Booked first order for an automated picking solution product from Kirin Group
 - The system utilizes a proprietary optimization engine and control system to efficiently coordinate AGFs*, palletizers, and other equipment to perform transfer and picking tasks
 - Will expand scope of automation to inbound and outbound shipping areas to contribute to solving societal challenges such as labor shortages
- *Automated Guided Forklift

One-Stop Solution for Refrigerated Warehouses Utilizing Comprehensive Capabilities



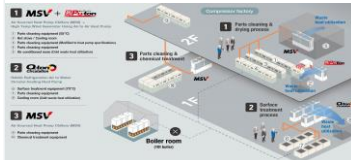
- This solution proposes optimized facilities and buildings with operation analysis based on integrated engineering and thermal simulations. Also improves cooling efficiency and reduces power consumption by optimizing facilities and operations
- Working to launch this new business, thereby expanding business within Japan. Considering demand in international markets, including Southeast Asia, as well.

Began Operation of Automated Truck Loading Capabilities



- Logistics services provider Konoike Transport began operation of automated truck loading provided by MHI in May 2024
- The system addresses issues such as the shortage of forklift operators and the need to reduce truck dwell time, and will help address the effect of regulatory changes that have limited truck driver overtime since April 2024

Measures to Eliminate Boilers through Conversion to Industrial Heat Pumps Awarded The Energy Conservation Center Japan Chairman's Award in Best Practice Category



- Moving to industrial heat pumps as production heat sources eliminates boiler usage, saves energy, and improves environmental performance
- Air sourced heat pump chiller (MSV)
- Air to water circular-heating heat pump (Q-Ton Circulation)
- High temperature wind generator (Nappu-ton)

Launched High-Output Engines for Data Centers, Accelerating Development of Low-to Zero-Carbon Engines



2.4 MW electronically controlled engine

Hydrogen generator set for technical evaluation



- Launched high-output electronically controlled engine for data centers, the global market for which is rapidly expanding
- Accelerating test research on engines compatible with low-to zero-carbon fuels, included engines able to use methane produced by methanation, mixtures of hydrogen and other fuels, and 100% hydrogen

Strengthening Sales Activities for Hybrid Vehicle-Use Turbochargers



Variable geometry (VG) turbocharger

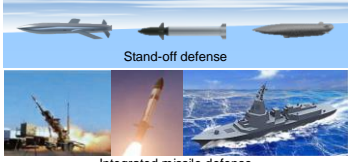
- Demand for turbochargers, especially for hybrid vehicles, has recently been solid, in part due to a slowdown in global battery electric vehicle (BEV) sales
- Working to capture demand for hybrid vehicles by strengthening technology proposal capabilities, expanding our product lineup, and enhancing pricing competitiveness

Business Highlights

Aircraft, Defense & Space



Missile Programs



- Stand-off defense
- Integrated missile defense
- Steadily promoting missile business, which has received large orders recently
- Increasing development and production capacity to contribute to national security

Image by MHI based on "DEFENSE of JAPAN" (Japan Ministry of Defense)

Next-Generation Fighter Aircraft Joint Development among Japan, UK, and Italy



- The governments of Japan, UK, and Italy signed the Convention on the Establishment of the Global Combat Air Programme – GCAP International Government Organization (GIGO)
- MHI is supporting the three countries' governments together with BAE and Leonardo in this program

Image from "DEFENSE of JAPAN" (Japan Ministry of Defense)

MHI Aerospace Vietnam Celebrates 15th Anniversary of Founding



- MHI Aerospace Vietnam, which produces such products as the wing flaps for the Boeing 737 (3,590 total shipments to date), celebrated the 15th anniversary of its founding. The company also recently began production of emergency doors for the Airbus A321.

Unmanned Asset Defense Program



- Launched unmanned aerial, underwater, and ground vehicle technology divisions
- Working to analyze customer needs and expand business

H3 Launch Vehicle Program



- Successfully launched second test unit
- Expanding business by increasing reliability and decreasing costs

MHI RJ Aviation Builds New, Cutting-Edge Distribution Center for Aircraft Parts near Fort Worth International Airport in Dallas



- Signed logistics partnership agreement with Kuehne + Nagel to support supply of aftermarket aircraft parts, establishing a global distribution base, which began operation on May 13, 2024

