MITSUBISHI HEAVY INDUSTRIES, LTD. ORGANIZATION CHART (As of April 1, 2025)

| Board of Directors | | |
|--|--|--|
| President and CEO Exec | Audit and Supervisory tuive Committee | |
| | Audit and Supervisory Committee's Office | |
| | | Nuclear Energy Systems |
| | | Nuclear Energy Systems |
| CSO | Energy Systems | Planning & Administration Department |
| Business Strategy Office | | Procurement Department |
| Sustainability Relations Department | Strategy Planning Department | Nuclear Energy Systems Department |
| Corporate Planning Department | HSE Management Office | Kobe Nuclear Energy Business Operation Department |
| Corporate Communication Department | Quality Management System Department Internal Control Department | Hokkaido Nuclear Energy Systems Department |
| Geostrategy & International | Sales Strategy Department | Kansai Nuclear Energy Systems Department |
| Affairs Department | Technology Strategy Department | Shikoku Nuclear Energy Systems Department |
| Growth Strategy Office Business Development Department | Energy Solution Business Department | Kyushu Nuclear Energy Systems Department |
| Data Center & Energy | Wind Energy Department | Nuclear Estimate & Budget Control Department |
| Management Department | GTCC Business Division | Quality Assurance Department |
| Business Promotion Division | Steam Power Business Division | Nuclear Systems Engineering Department |
| L | Mitsubishi Heavy Industries Marine Machinery & | Advanced Plant Safety Department |
| | Equipment Co., Ltd. | Advanced Nuclear Plant Engineering Departmen |
| GC | Mitsubishi Heavy Industries Aero Engines, Ltd. | Decommissioning Engineering Department |
| Management Audit Department | Mitsubishi Heavy Industries Compressor Corporation | Reactor Core & Safety Engineering Department Nuclear Plant Designing Department |
| General Affairs Department | | Nuclear Fuel Cycle Engineering Department |
| Legal Department | | Nuclear Plant Component Designing Department |
| | Plants & Infrastructure Systems | Electrical, Instrumentation & Control |
| | Planning & Administration Department | Engineering Department |
| HR | Project Managemen & Solutions Department | Light Water Reactor Service Project Department Construction & Maintenance Engineering |
| HR Transformation Promotion Department | Mitsubishi Shipbuilding Co., Ltd. | Department |
| HR Strategy Department | Mitsubishi Heavy Industries Environmental | Nuclear Plant Manufacturing Department |
| HR Management Department | & Chemical Engíneering Co., Ltd. | Hydraulic & Energy Department |
| | Primetals Technologies, Limited | |
| | | GX Solutions |
| CF0 | Lociation Thomas & Duine Custome | Digitalization & Business Innovation Department |
| Investor Relations & Shareholders Relations | Logistics, Thermal & Drive Systems | Corporate Planning Department |
| Department | Planning & Administration Department | Procurement Department SHEQ Management Department |
| Financial Planning Division Global Finance & Accounting Department | Solution Business Department | GX Business Department |
| Clobart mance & Accounting Department | Mitsubishi Logisnext Co., Ltd. | CCUS & Plant Business Department |
| L | Mitsubishi Heavy Industries Engine & Turbocharger, Ltd. | Mobility Business Department |
| сто | Mitsubishi Heavy Industries Thermal Systems, Ltd. | CCUS Strategy Department |
| | | CCUS Project & Technology Department |
| Technology Strategy Office | | CCUS Basic Engineering Department |
| Research & Innovation Center | | CCUS Technology |
| Digital Innovation Headquarters Value Chain Headquarters | | Development Department |
| Value chain neauquaiters | | Project Department |
| L | | Construction Department Mobility Engineering Department |
| | | Mobility Services Engineering Department |
| Europe, Middle East & Africa | | Process Plant Engineering Department |
| Regional China | | Equipment Engineering Department |
| Officers India Asia Pacific | | Spatial • E&I Engineering Department |
| Asid Facilit | | Vehicle Department |
| | | Air Brake Department |
| Nagasaki Shipyard & Machinery Works | | MHI Engineering, Ltd. |
| Shimonoseki Shipyard & Machinery Works | | |
| Hiroshima Machinery Works | | Machinery Systems |
| Mihara Machinery Works Kobe Shipyard & Machinery Works | | |
| Takasago Machinery Works | | Mitsubishi Heavy Industries Machinery Systems, Ltd. |
| Nagoya Aerospace Systems Works | | |
| Nagoya Guidance & Propulsion Systems Works | | Integrated Defense & |
| Yokohama Dockyard & Machinery Works | | Space Systems |
| Sagamihara Machinery Works | | Planning & Administration Department |
| Hitachi Works | | Digitalization and Advanced System Programs Department |
| Kure Works | | Aircraft & Missile Systems Division |
| Hokkaido Office | | Space Systems Division |
| Hokkaido Office Tohoku Office | | Land Systems Division |
| Hokuriku Office | | Naval Ship & Maritime Systems Division |
| Chubu Office | | |
| Kansai Office | | Commercial Aviation Systems |
| Chugoku Office | | Systems |
| Shikoku Office | | Planning & Administration Department |
| Kyushu Office | | Business Innovation & Incubation Department |
| | | Technology & Digital Innovation Department |
| | | Business & Engineering Development Department |
| | | Business Development Department |

Engineering No.2 Department Manufacturing Department 787 Wing Production Department

MHI RJ Aviation ULC

Quality Department Procurement Department Engineering No.1 Department