

## Status of IR Activities

### Briefings for Individual Investors

We hold small meetings for individual investors. In these meetings, we provide a corporate overview and explain our business strategies, shareholder returns, and other topics.

### Briefings for Analysts and Institutional Investors

The CFO briefs analysts and institutional investors on our financial results on a quarterly basis. At the fiscal 2020 earnings briefing, the president explained our 2021 Medium-Term Business Plan (MTBP) and provided an MTBP progress update. In addition, we hold thematic business strategy briefings as needed to better disseminate information.

### Meetings with Overseas Investors

We hold meetings with institutional investors in North America, Europe, and Asia to explain our operating performance and management strategies, and solicits their opinions on our management. We also participate in conferences for overseas investors throughout the year.

### Status of Inclusion in ESG Indexes (As of September 2021)

MHI Group promotes sustainability-oriented management and focuses on various activities and information disclosure. Through these efforts, we have been selected for the fourth year in a row for inclusion in the Asia Pacific Index of the Dow Jones Sustainability Index, which is a global ESG investment index (as of September 2021).

We have also been selected by premier ESG investment indices the MSCI Japan ESG Select Leaders Index, the MSCI Japan Empowering Women Index (WIN), the FTSE Blossom Japan Index, and the S&P/JPX Carbon Efficient Index, and we have been selected for the third year in a row for inclusion in all of the ESG investment indices used by Japan's Government Pension Investment Fund (GPIF), which is the largest pension fund in the world. We have also been continuously selected for inclusion in SOMPO Asset Management's SOMPO Sustainability Index since 2012.



2021 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

2021 CONSTITUENT MSCI JAPAN  
ESG SELECT LEADERS INDEX



The inclusion of Mitsubishi Heavy Industries, Ltd. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Mitsubishi Heavy Industries, Ltd. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

### Publication of our MHI Report 2021

MHI Report 2021 focuses on how MHI Group will achieve sustained growth in an increasingly diverse society marked by changing values and a growing ESG consciousness. Most of its content is devoted to our initiatives under 2021 MTBP, which we formulated by backcasting from our vision of MHI Group in 2030.

We hope that this report will contribute to the better understanding of MHI Group among shareholders and investors, as well as a tool for dialogue and engagement.

We look forward to hearing your frank opinions.

September 2021

Investor Relations & Shareholder Relations Department