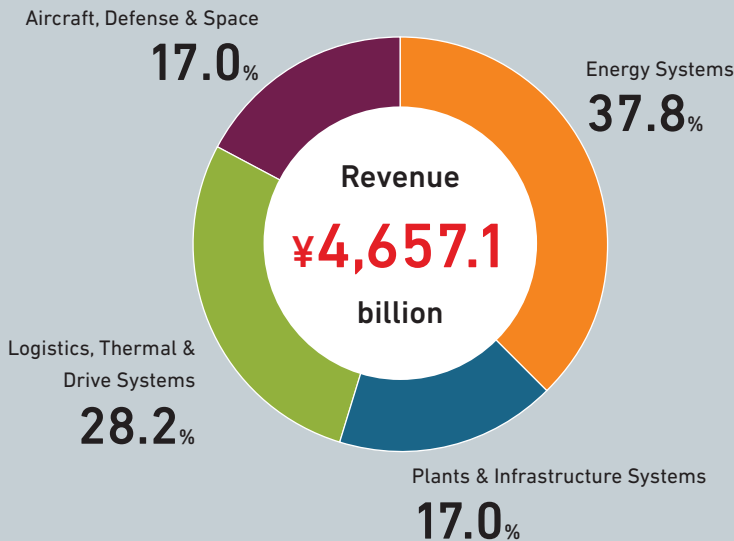


Group Profile

MHI Group manages its operations through three business domains and five segments. We have grouped these business domains and segments based on the similarity of their respective customers and product characteristics into four reporting segments: Energy Systems; Plants & Infrastructure Systems; Logistics, Thermal & Drive Systems; and Aircraft, Defense & Space.

Composition of Revenue by Segment (FY2023)



Number of Employees

77,697 people

Number of Group Companies (consolidated)

257

R&D Expenses

178.3 billion

Number of Patents Held

26,158

(As of March 31, 2024)

Energy Systems

Main Businesses

- Gas & steam power systems*
- Nuclear power systems
- Aero engines
- Compressors
- Marine machinery

*Includes GTCC, steam power, and air quality control system

Plants & Infrastructure Systems

Main Businesses

- Metals machinery
- Commercial ships
- Environmental systems
- CO₂ capture systems
- Engineering
- Machinery systems

Logistics, Thermal & Drive Systems

Main Businesses

- Material handling systems
- Engines
- Turbochargers
- HVAC systems
- Automotive air conditioners

Aircraft, Defense & Space

Main Businesses

- Commercial aviation
- Defense aircraft
- Missile systems
- Naval ships
- Maritime systems (torpedoes)
- Land systems (tanks)
- Space systems

Internal Organizations and Major Subsidiaries

Energy Systems
Nuclear Energy Systems

- Mitsubishi Heavy Industries Aero Engines, Ltd.
- Mitsubishi Heavy Industries Compressor Corporation
- Mitsubishi Heavy Industries Marine Machinery & Equipment Co., Ltd.



Internal Organizations and Major Subsidiaries

Plants & Infrastructure Systems
GX Solutions
Machinery Systems

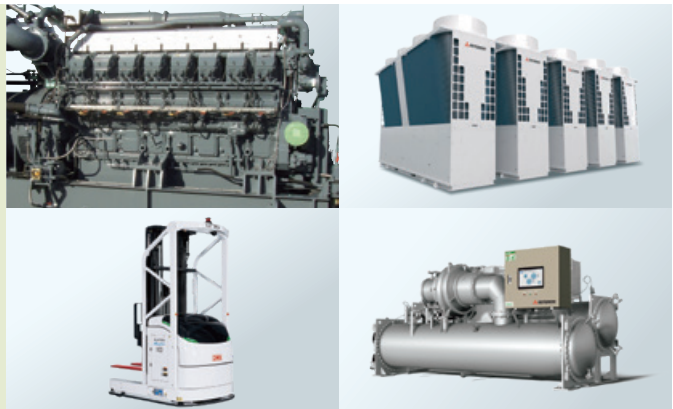
- Primetals Technologies, Limited
- Mitsubishi Shipbuilding Co., Ltd.
- Mitsubishi Heavy Industries Environmental & Chemical Engineering Co., Ltd.
- Mitsubishi Heavy Industries Machinery Systems, Ltd.



Internal Organizations and Major Subsidiaries

Logistics, Thermal & Drive Systems

- Mitsubishi Logisnext Co., Ltd.
- Mitsubishi Heavy Industries Engine & Turbocharger, Ltd.
- Mitsubishi Heavy Industries Thermal Systems, Ltd.



Internal Organizations and Major Subsidiaries

Commercial Aviation Systems
Integrated Defense & Space Systems

- MHI RJ Aviation Inc.

