MOVE THE WORLD FORWARD MITSUBISHI HEAVY INDUSTRIES GROUP

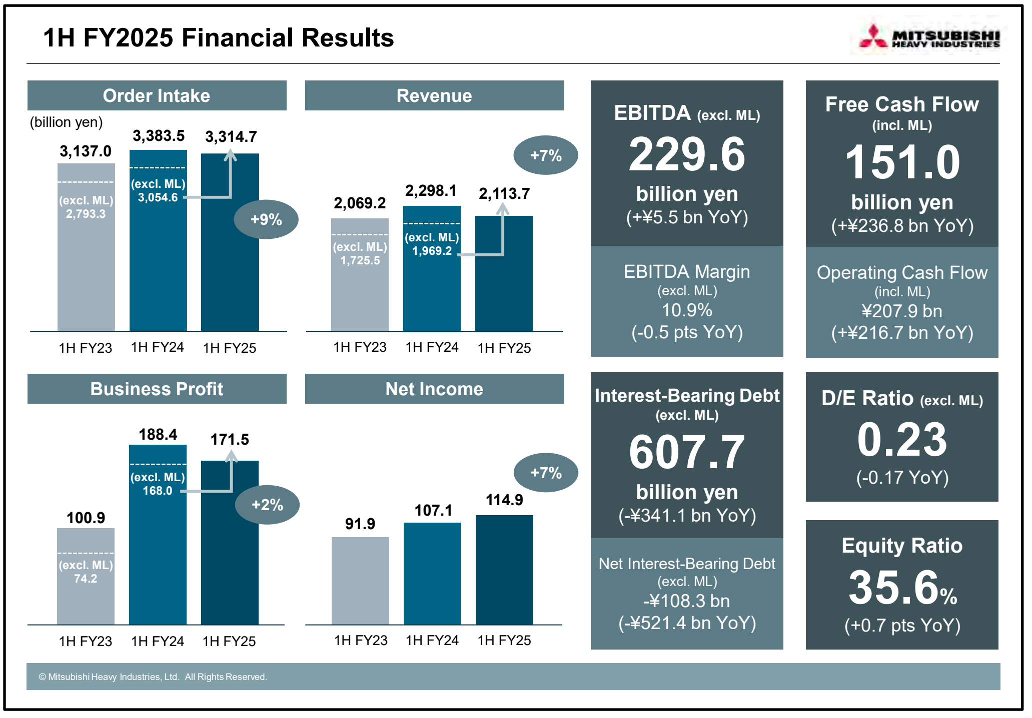
1H FY2025 Financial Results

November 7, 2025

Mitsubishi Heavy Industries, Ltd.

Hello, everyone. This is MHI President and CEO, Eisaku Ito.

Today, I will discuss our 1H FY2025 results, our full-year earnings forecast based on these results, as well as the status of the management strategy that I presented on May 28.



Order intake in 1H FY2025 increased YoY to ¥3.3 trillion, and the order backlog reached ¥11.5 trillion. This was mainly due to multiple GTCC orders booked in North America—our largest market—amid rising global electricity demand. Additionally, we booked a large project from Taiwan Power Company with a total output of 2.8 GW, which was another major factor.

Revenue rose YoY to ¥2.1 trillion, driven by steady growth in Energy Systems and the Defense, as well as Plants & Infrastructure Systems. Business profit was approximately ¥170 billion, a slight increase YoY.

FY2025 Earnings Forecast Highlights

MITSUBISHI HEAVY INDUSTRIES

- **Order Intake: ¥6,100.0 bn** (vs. Sep. 30, 2025 announcement: +¥850.0 bn)

	Previous	Revised	Revised vs. Previous
Energy Systems	¥2,200.0 bn	**¥3,200.0 bn**	+¥1,000.0 bn
Logistics, Thermal & Drive Systems	¥750.0 bn	**¥600.0 bn**	-¥150.0 bn

- **Revenue: ¥4,800.0 bn** (vs. Sep. 30: +¥50.0 bn)

	Previous	Revised	Revised vs. Previous
Energy Systems	¥1,850.0 bn	**¥2,000.0 bn**	+¥150.0 bn
Logistics, Thermal & Drive Systems	¥750.0 bn	**¥600.0 bn**	-¥150.0 bn
Others, Corporate & Eliminations	-¥50.0 bn	**¥0.0 bn**	+¥50.0 bn

- **Business Profit: ¥390.0 bn** (vs. Sep. 30: ±¥0.0 bn)

	Previous	Revised	Revised vs. Previous
Plants & Infrastructure Systems	¥60.0 bn	**¥70.0 bn**	+¥10.0 bn
Logistics, Thermal & Drive Systems	¥40.0 bn	**¥20.0 bn**	-¥20.0 bn
Others, Corporate & Eliminations	-¥90.0 bn	**-¥80.0 bn**	+¥10.0 bn

- **Free Cash Flow: ¥0.0 bn**
- Net income and dividend forecasts unchanged from September 30 and August 5, 2025 announcements, respectively

The FY2025 full-year order intake forecast is ¥6.1 trillion, and we expect to fully offset the impact from the planned sale of Mitsubishi Logisnext (ML), which was announced on September 30. This is mainly due to an increase of roughly ¥1 trillion over the initial plan in Energy Systems. The business profit forecast remains unchanged at ¥390.0 billion.

The current business environment has not changed significantly, and we expect strong order momentum to continue, particularly in our growing core businesses. Regarding profit, underlying profitability is improving, especially in the core businesses of GTCC and Defense. We attribute this to positive results from productivity enhancement initiatives. Going forward, in order to steadily convert this robust order intake into profit, we will further accelerate Group-Wide Optimization, which includes the focused deployment of resources and strengthened risk management beyond current levels.

Moving on, I announced a new management strategy in May of this year, which aims to realize a virtuous cycle of high profitability and growth investments. To achieve this goal, we will work with unprecedented speed to enact Group-Wide Optimization and Reach Expansion. Allow me to provide a status update on these initiatives.

First, I will discuss one of the key aspects of Group-Wide Optimization—focused resource allocation. This means rapidly deploying in-house experts at critical stages of our medium- to long-term strategy or during situations requiring immediate response to risk. For example, in GTCC, to ensure we reliably meet the strong demand I mentioned previously, we are working to increase production volume by more than 30%. These efforts include not only capital expenditures and expansion of our workforce, but also productivity improvements such as shortening lead times. To achieve this, we are prioritizing the deployment of in-house experts. On the topic of defense, the Australian government announced on August 5 that it had selected a MHI-designed vessel for its next-generation general purpose frigate program. In order to finalize the contract for this project, we will need to coordinate with the Japanese government and companies involved in frigate construction, as well as to negotiate international contracts with the Australian government; we have assigned a team of in-house experts to support these efforts.

Regarding our efforts to expand our reach, because specific initiatives in this area involve highly sensitive information closely tied to our businesses' medium- to long-term growth plans, I will refrain from providing details today. We will share more when the timing is appropriate for disclosure.

Turning to company-wide portfolio management, our businesses continue to formulate and execute their own medium- to long-term growth strategies. In parallel, management is making decisions on where to prioritize resource allocation. The planned changes to our capital relationship with ML—announced on September 30—are in line with this approach.

Lastly, considering last month's meeting between the leaders of Japan and the U.S., I would like to comment on business opportunities in the U.S. We have long maintained multiple manufacturing and service bases in the U.S., including those related to our GTCC and Metals Machinery businesses. Last year, revenue in the U.S. totaled ¥1.1 trillion, which underscores the strategic importance of the American market to us. We will continue to prepare thoroughly as a manufacturer to address future business opportunities in the U.S. Specifically, we will make contributions by providing equipment and services that meet customer expectations—particularly in the energy sector.

We will steadily advance ongoing initiatives aiming to achieve our FY2025 earnings forecast and the 2024 Medium-Term Business Plan. As the pace of change in the business environment continues to accelerate, we will strengthen our ability to respond swiftly to early signs of change. Furthermore, by accelerating our initiatives under the Innovative Total Optimization (ITO) framework, we aim to ensure large, sustained growth for the entire MHI Group.

This concludes my presentation.

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This is MHI CFO, Hiroshi Nishio.

Allow me to walk you through the key points of our 1H FY2025 financial results using these presentation materials.

Impact from (Planned) Transfer of Consolidated Subsidiary Announced Sep. 30, 2025

MITSUBISHI HEAVY INDUSTRIES

- On September 30, 2025, MHI issued a press release entitled **"Notice Regarding the Execution of a Contract to take the Company's Consolidated Subsidiary Mitsubishi Logisnext Co., Ltd. Private and the (Planned) Transfer of a Consolidated Subsidiary."**
- According to the International Financial Reporting Standards (IFRS) adopted by MHI, **profits, losses, assets, and liabilities from businesses for which the sale has been decided (discontinued operations) must be reported separately from those of continuing operations**.
- As such, beginning with the 1H FY2025 financial results, **the businesses related to Mitsubishi Logisnext, its subsidiaries, and affiliates (hereafter referred to as "ML") are classified as discontinued operations**. For both the current and prior fiscal years, unless otherwise noted, order intake, revenue, and business profit figures represent only those of continuing operations, excluding ML. Furthermore, assets and liabilities directly related to ML are combined and shown as "assets held for sale" and "liabilities held for sale," appearing separately from other assets and liabilities. While cash flows related to ML do not appear in the main section of the statement of cash flows, they are disclosed separately in the notes.

Example: Revision of Earnings Forecast Released Sep. 30, 2025

Consolidated Earnings Forecast for FY2025 (billion yen)	FY2025 Forecast (8/5)	Previous vs. Revised: Reclassification to Discontinued Operations	Previous vs. Revised: Loss on Business Reorganization (After Tax)	Previous vs. Revised: Total	FY2025 Forecast (9/30)
Order Intake from Continuing Operations	5,900.0	-650.0		-650.0	5,250.0
Continuing Operations					
Revenue	5,400.0	-650.0	-	-650.0	4,750.0
Profit from Business Activities	420.0	-30.0	-	-30.0	390.0
Profit before Income Taxes	400.0	-30.0	-	-30.0	370.0
Profit from Continuing Operations	280.0	-20.0	-	-20.0	260.0
Discontinued Operations					
Profit from Discontinued Operations	-	+20.0	-30.0	-10.0	-10.0
Profit	280.0	0.0	-30.0	-30.0	250.0
Profit Attributable to Owners of Parent	260.0	-	-30.0	-30.0	230.0
Profit Attributable to Non-Controlling Interests	20.0	-	-	-	20.0

*The figures in the table appearing in the "Notice Regarding Revision of Consolidated Earnings Forecast" (released on Sep. 30, 2025) correspond to the sections indicated in red in the table above

Appearance on Statement of Financial Position (Balance Sheet)

Assets	Liabilities
Cash and Cash Equivalents	Trade Payables
Trade Receivables and Contract Assets	Contract Liabilities
Inventories	Short-Term Borrowings
Assets Held for Sale	**Liabilities Held for Sale**
Other Current Assets	Other Current Liabilities
Fixed Assets	Long-Term Borrowings
Investment	Other Non-Current Liabilities
Other Non-Current Assets	Equity

Assets and liabilities related to businesses held for sale are combined and appear separately from other assets and liabilities

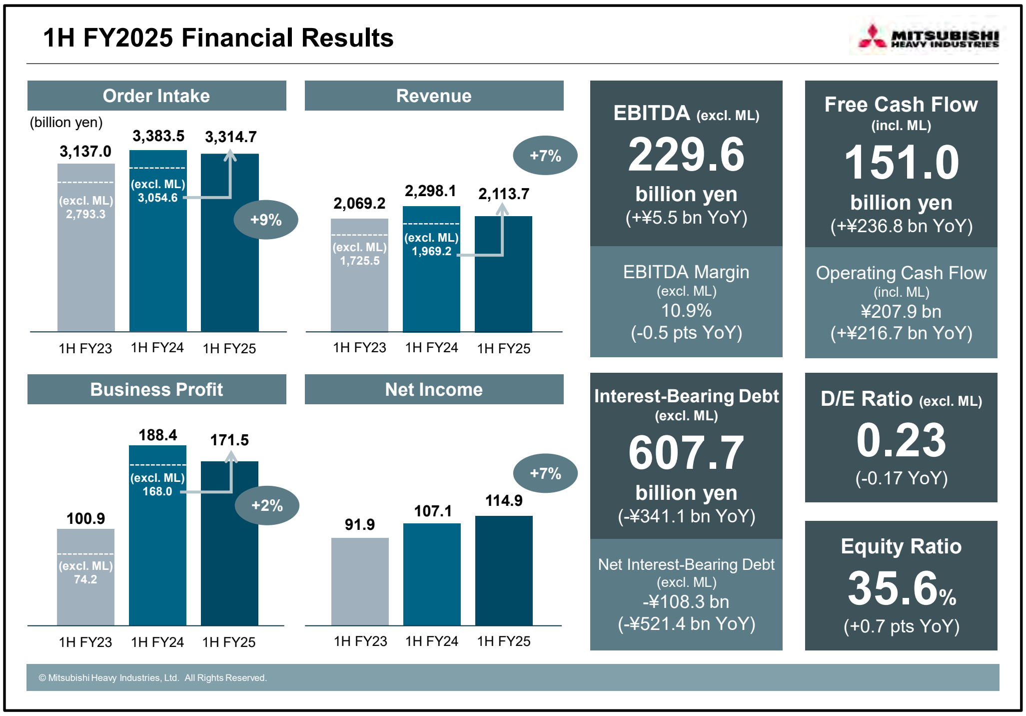
First, let me note some important points regarding the figures appearing in today's presentation.

On September 30, MHI approved a plan to sell ML. Accordingly, the figures for order intake, revenue, and business profit shown here will as a general rule exclude ML. Specifics regarding the adjustments made can be found on page 31 at the end of the presentation materials.

As for the balance sheet, the total figures include ML, but on both the asset and liability sides, ML is presented as assets and liabilities held for sale.

1. Key Takeaways

Now, allow me to move on to the financial results.



This page shows our key financial metrics.

Order intake, revenue, and business profit were as mentioned earlier by Ito. Net income was ¥114.9 billion, up 7% YoY. This was a record high for a first half.

Free cash flow was positive ¥151.0 billion, and interest-bearing debt stood at ¥607.7 billion.

Although not shown on this page, order backlog was ¥11.5 trillion, an increase of ¥1.2 trillion from the end of the previous fiscal year.

Next, please turn to page 12.

1H FY2025 Financial Results Highlights

- **Order Intake: ¥3,314.7 bn** (+¥260.0 bn [+9%] YoY)
  Order intake grew in Energy Systems. Order intake decreased YoY in Plants & Infrastructure Systems and Aircraft, Defense & Space due to high base effect from large projects booked in 1H FY2024, but still reached high levels.
  Order backlog increased by ¥1,262.0 bn to ¥11,498.3 bn from FY2024 end.

- **Revenue: ¥2,113.7 bn** (+¥144.4 bn [+7%] YoY)
  Revenue increased YoY in Energy Systems, Plants & Infrastructure Systems, and Aircraft, Defense & Space.
  Revenue growth especially large in Gas Turbine Combined Cycle (GTCC) and Defense & Space.

- **Business Profit: ¥171.5 bn** (+¥3.4 bn [+2%] YoY)
  Business profit increased YoY in Plants & Infrastructure Systems, Logistics, Thermal & Drive Systems, and Aircraft, Defense & Space. Large increases in GTCC, Metals Machinery, and Defense & Space partially offset by losses in some thermal power projects and absence of gains on asset sales recognized in 1H FY2024, resulting in small increase in total business profit.

- **Net Income: ¥114.9 bn** (+¥7.7 bn [+7%] YoY)
  Net income increased YoY from growth in business profit combined with rebound from loss on foreign exchange booked in 1H FY2024

2. 1H FY2025 Financial Results

Financial Results Overview

(billion yen)	1H FY2024 (Profit Margin)	1H FY2024 Excl. ML* (A)	1H FY2025 (B) (Profit Margin)	YoY (B) – (A) (Profit Margin)	(YoY%)
Order Intake	3,383.5	3,054.6	3,314.7	+260.0	(+8.5%)
Revenue	2,298.1	1,969.2	2,113.7	+144.4	(+7.3%)
Profit from Business Activities	188.4 (8.2%)	168.0 (8.5%)	171.5 (8.1%)	+3.4 (-0.4 pts)	(+2.1%)
Profit Attributable to Owners of Parent	107.1 (4.7%)	107.1 (5.4%)	114.9 (5.4%)	+7.7 (±0.0 pts)	(+7.3%)
EBITDA	266.2 (11.6%)	224.1 (11.4%)	229.6 (10.9%)	+5.5 (-0.5 pts)	(+2.5%)
Free Cash Flow	-85.7	-85.7	151.0	+236.8	
Operating Cash Flow	-8.8	-8.8	207.9	+216.7	
Investing Cash Flow	-76.8	-76.8	-56.8	+20.0	

*Excl. ML: FY2024 results shown here adjusted in accordance with methodology outlined on p.3

Financial Position

(billion yen)	FY2024 End	1H FY2025 End	Variance
Trade Receivables and Contract Assets	1,776.5	1,717.4	-59.0
Inventories	1,062.5	1,070.2	+7.7
Other Current Assets	1,072.5	1,695.3	+622.8
(Cash and Cash Equivalents)	(657.8)	(716.0)	(+58.2)
(Assets Held for Sale*)	(3.7)	(544.8)	(+541.1)
Fixed Assets	1,195.3	951.3	-243.9
Other Non-Current Assets	1,551.9	1,568.0	+16.0
Total Assets	6,658.9	7,002.5	+343.6
Trade Payables	930.2	794.0	-136.2
Contract Liabilities	1,443.9	1,704.0	+260.0
Other Liabilities	1,163.4	1,284.8	+121.4
(Liabilities Held for Sale*)	-	(268.9)	(+268.9)
Interest-Bearing Debt (excl. ML)	651.3	607.7	-43.6
Equity	2,469.8	2,611.9	+142.1
(Equity Attributable to Owners of Parent)	(2,346.7)	(2,490.9)	(+144.2)
Total Liabilities and Equity	6,658.9	7,002.5	+343.6

*FY2024 End assets held for sale represent some land owned by MHI not directly related to ML, which was sold during Q1 FY2025.
1H FY2025 End assets and liabilities held for sale are limited to those related to ML.

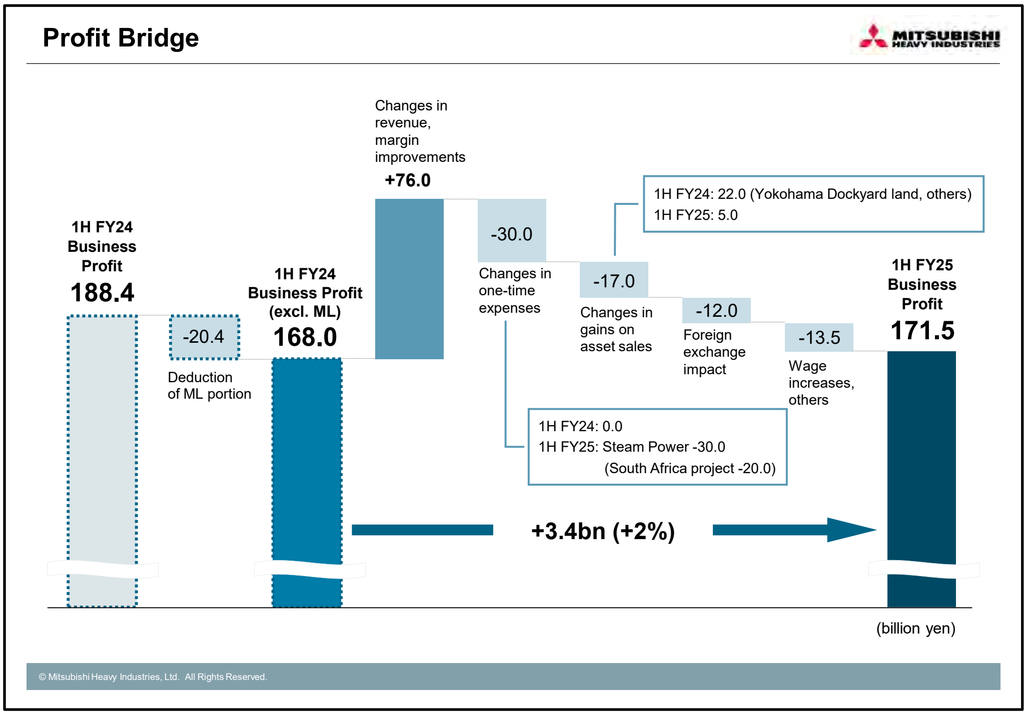
This page shows the balance sheet.

Total assets exceeded ¥7 trillion.

One item of note is contract liabilities, the second item from the top on the liabilities side, in the lower half of the table. This corresponds to advances received, which increased significantly by ¥260.0 billion from the end of the previous fiscal year.

This increase was mainly due to growth in GTCC order intake, and it was one of the major factors behind the positive ¥151.0 billion in free cash flow recognized in 1H FY2025.

Next, please turn to page 13.



This page shows a waterfall chart illustrating YoY changes in business profit.

We start with ¥168.0 billion in 1H FY2024, which excludes the ML portion and allows us to make an apples-to-apples comparison with the period under review.

First, business profit improved by ¥76.0 billion due to changes in revenue and margin improvements. We believe this reflects steady, positive results from various initiatives being pursued across all of our segments.

Contrastingly, the bar to the right of this represents a decrease of ¥30.0 billion arising from changes in one-time expenses. This was caused by the booking of approximately ¥30 billion in loss provisions in the Steam Power business. Of that, ¥20 billion was related to the South Africa project, which we took over when MHI and Hitachi, Ltd. merged our thermal power businesses. We have been working to execute the project for more than 10 years, and in September 2025, the 12th and final unit began commercial operation. While we are currently in discussions with the customer regarding the allocation of additional costs incurred from construction delays due to the fault of the customer, we recorded loss provisions for these costs during Q2 FY2025 in accordance with the applicable accounting standards and policies.

Please refer to the following few pages for a performance update on each of our segments. Next, please turn to page 21.

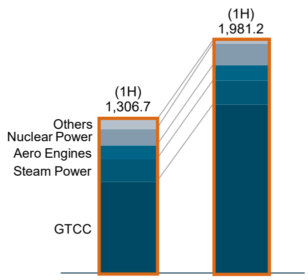
Financial Results by Segment

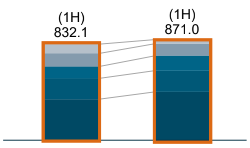
(billion yen)	Order Intake			Revenue			Profit from Business Activities		
	1H FY24	1H FY25	YoY	1H FY24	1H FY25	YoY	1H FY24	1H FY25	YoY
Energy Systems	1,306.7	1,981.2	+674.5	832.1	871.0	+38.8	103.2	80.7	-22.4
Plants & Infrastructure Systems	599.4	490.6	-108.7	379.1	415.9	+36.7	28.1	44.6	+16.4
Logistics, Thermal & Drive Systems (excl. ML)	328.7	292.8	-35.9	303.9	282.4	-21.4	6.2	7.6	+1.3
Aircraft, Defense & Space	802.1	545.0	-257.0	431.7	538.8	+107.1	44.0	60.3	+16.3
Others, Corporate & Eliminations (excl. ML)	17.5	4.9	-12.6	22.2	5.4	-16.7	-13.5	-21.8	-8.3
Total	3,054.6	3,314.7	+260.0	1,969.2	2,113.7	+144.4	168.0	171.5	+3.4

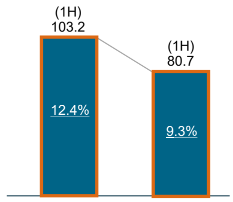
Financial Results: Energy Systems

MITSUBISHI HEAVY INDUSTRIES

(billion yen)	Order Intake		Revenue		Business Profit	
Full Year	2,622.4	3,200.0 (prev. 2,200.0)	1,815.7	2,000.0 (prev. 1,850.0)	205.3	240.0
1H Progress	50%	62%	46%	44%	50%	34%







YoY Changes in Business Profit

Increase:
- GTCC

Decrease:
- Steam Power
- Aero Engines
- Nuclear Power

Major Businesses	Order Intake 1H FY24	Order Intake 1H FY25	Revenue 1H FY24	Revenue 1H FY25
GTCC	781.3	1,438.7	364.8	427.3
Steam Power*	209.6	203.0	203.1	180.3
Aero Engines	119.2	131.1	100.8	125.7
Nuclear Power	138.5	182.4	110.9	102.7

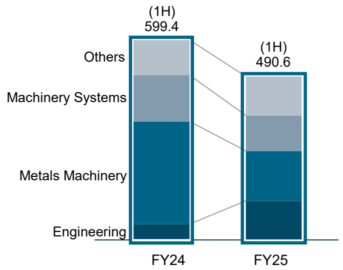
Takeaways

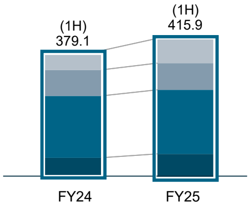
- In GTCC, order intake particularly strong in North America and Asia. Business profit increased from revenue growth and improved margins.
- In Steam Power, business profit decreased due to South Africa project losses, despite improved margins accompanying services growth
- Increased full-year segment order intake and revenue forecasts based on progress through 1H

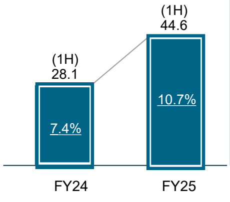
*FY24 actual figures shown here retroactively adjusted to reflect organizational changes within Energy Systems effected April 1, 2025

Financial Results: Plants & Infrastructure Systems

(billion yen)	Order Intake		Revenue		Business Profit	
Full Year	1,000.2	900.0	852.1	850.0	59.6	70.0 (prev. 60.0)
1H Progress	60%	55%	44%	49%	47%	64%







YoY Changes in Business Profit

Increase:
- Metals Machinery
- Machinery Systems

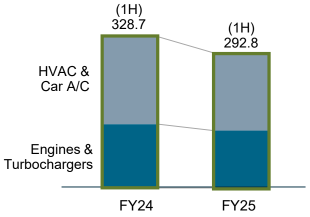
Major Businesses	Order Intake 1H FY24	Order Intake 1H FY25	Revenue 1H FY24	Revenue 1H FY25
Engineering	48.7	118.1	58.9	70.4
Metals Machinery	307.0	149.6	184.9	191.6
Machinery Systems	138.6	106.1	77.8	79.8

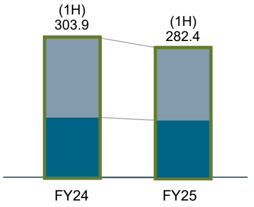
Takeaways

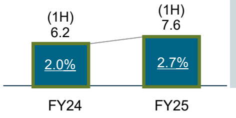
- In Engineering, order intake strong
- In Metals Machinery and Machinery Systems, order intake declined due to high base effect from large orders booked in 1H FY24, while revenue and business profit increased
- In Others category, order intake in Waste-to-Energy Systems strong
- Increased full-year segment business profit forecast based on progress through 1H

Financial Results: Logistics, Thermal & Drive Systems

(billion yen)	Order Intake		Revenue		Business Profit	
Full Year	664.4	600.0 (prev. 750.0)	641.0	600.0 (prev. 750.0)	20.4	20.0 (prev. 40.0)
1H Progress	49%	49%	47%	47%	30%	38%







YoY Changes in Business Profit

Increase:
- Engines
- Turbochargers

Decrease:
- HVAC*

Major Businesses	Order Intake 1H FY24	Order Intake 1H FY25	Revenue 1H FY24	Revenue 1H FY25
Engines & Turbochargers	140.4	126.1	132.8	126.8
HVAC & Car A/C	192.4	170.8	175.0	159.6

Takeaways

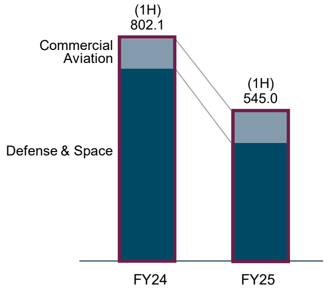
- In Engines, revenue and business profit increased on back of strong order intake particularly in Asia
- In Turbochargers, business profit increased due to resolution of supply chain disruption, despite decline in units sold
- In HVAC, revenue and business profit decreased due to decline in units sold and negative foreign exchange impact
- Decreased full-year segment forecast based on progress through 1H

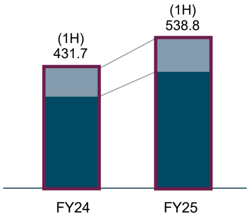
*HVAC: Heating Ventilation & Air Conditioning

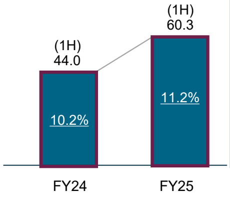
Financial Results: Aircraft, Defense & Space

(billion yen)	Order Intake		Revenue		Business Profit	
Full Year	2,100.1	1,400.0	1,030.6	1,350.0	99.9	140.0
1H Progress	38%	39%	42%	40%	44%	43%

(see p.23 for FY18-25 Defense & Space order intake data)







YoY Changes in Business Profit

Increase:
- Defense & Space
- Commercial Aviation

Takeaways

- In Defense & Space, revenue and business profit increased due to steady progress in project execution
- In Commercial Aviation, revenue and business profit increased mainly due to higher 787 unit deliveries, despite negative impact from stronger yen

Major Businesses	Order Intake 1H FY24	Order Intake 1H FY25	Revenue 1H FY24	Revenue 1H FY25
Defense & Space	694.9	427.6	330.7	419.3
Commercial Aviation	107.1	117.3	100.9	119.4

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3. FY2025 Earnings Forecast

Forecasts regarding future performance in these materials are based on judgments made in accordance with information available at the time this presentation was prepared. As such, these projections involve risks and uncertainties. Investors are recommended not to depend solely on these projections when making investment decisions. Actual results may vary significantly from these projections due to a number of factors, including, but not limited to, economic trends affecting the Company's operating environment, fluctuations in the value of the Japanese yen to the U.S. dollar and other foreign currencies, and trends in Japan's stock markets. The earnings projected here should not be construed in any way as a guarantee by the Company.

In response to U.S. tariff policy, the Company is pursuing mitigation strategies focused on cost passthroughs. As of the date of this release, the Company expects any impact on performance to be limited in nature.

FY2025 Earnings Forecast Highlights

MITSUBISHI HEAVY INDUSTRIES

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Plants & Infrastructure Systems	¥60.0 bn	**¥70.0 bn**	+¥10.0 bn
Logistics, Thermal & Drive Systems	¥40.0 bn	**¥20.0 bn**	-¥20.0 bn
Others, Corporate & Eliminations	-¥90.0 bn	**-¥80.0 bn**	+¥10.0 bn

- **Free Cash Flow: ¥0.0 bn**
- Net income and dividend forecasts unchanged from September 30 and August 5, 2025 announcements, respectively

Earnings Forecast Overview

MITSUBISHI HEAVY INDUSTRIES

Revised from forecast announced September 30, 2025.

(billion yen)	FY2024 (Profit Margin)		FY2025 (Profit Margin)		YoY (B) – (A) (Profit Margin)	(YoY%)
		Excl. ML* (A)	Previous	Revised (B)		
Order Intake	7,071.2	6,405.1	5,250.0	**6,100.0**	-305.1	(-4.8%)
Revenue	5,027.1	4,361.1	4,750.0	**4,800.0**	+438.9	(+10.1%)
Profit from Business Activities	383.1 (7.6%)	354.9 (8.1%)	390.0 (8.2%)	**390.0** **(8.1%)**	+35.1 (±0.0 pts)	(+9.9%)
Profit Attributable to Owners of Parent	245.4 (4.9%)	245.4 (5.6%)	230.0 (4.8%)	**230.0** **(4.8%)**	-15.4 (-0.8 pts)	(-6.3%)
ROE	10.7%	10.7%		**10%**	-0.7 pts	
EBITDA	541.3 (10.8%)	469.9 (10.8%)		**510.0** **(10.6%)**	+40.1 (-0.2 pts)	(+8.5%)
Free Cash Flow	342.7	342.7		**0.0**	-342.7	
Dividends	23 yen Interim: 11 yen Year-End: 12 yen	23 yen Interim: 11 yen Year-End: 12 yen		**24 yen** **Interim: 12 yen** **Year-End: 12 yen**	Exchange rate assumptions: USD 1.00 = ¥145 EUR 1.00 = ¥165	

*Excl. ML: FY24 results shown here adjusted in accordance with methodology outlined on p.3

This page shows our FY2025 earnings forecast.

We have increased the order intake forecast to ¥6.1 trillion. Revenue was raised to ¥4.8 trillion, while our business profit target remains unchanged at ¥390.0 billion.

We have also increased the free cash flow forecast from the initial target of negative ¥200.0 billion to breakeven.

This forecast assumes an exchange rate of ¥145 to the U.S. dollar. Foreign exchange exposure at the business profit level is $1.6 billion.

Moving on, I will discuss the full-year earnings forecast by segment on page 23.

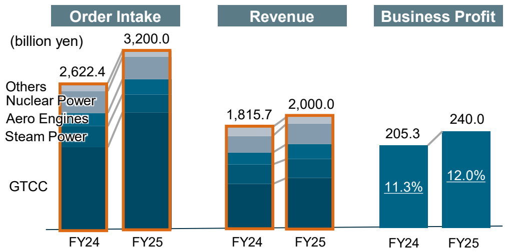
Earnings Forecast by Segment

Revised from forecast announced September 30, 2025.

(billion yen)	Order Intake				Revenue				Profit from Business Activities			
	FY24	FY25 Forecast		YoY	FY24	FY25 Forecast		YoY	FY24	FY25 Forecast		YoY
		Previous	Revised			Previous	Revised			Previous	Revised	
Energy Systems	2,622.4	2,200.0	**3,200.0**	+577.5	1,815.7	1,850.0	**2,000.0**	+184.2	205.3	240.0	**240.0**	+34.6
Plants & Infrastructure Systems	1,000.2	900.0	**900.0**	-100.2	852.1	850.0	**850.0**	-2.1	59.6	60.0	**70.0**	+10.3
Logistics, Thermal & Drive Systems (excl. ML)	664.4	750.0	**600.0**	-64.4	641.0	750.0	**600.0**	-41.0	20.4	40.0	**20.0**	-0.4
Aircraft, Defense & Space	2,100.1	1,400.0	**1,400.0**	-700.1	1,030.6	1,350.0	**1,350.0**	+319.3	99.9	140.0	**140.0**	+40.0
Others, Corporate & Eliminations (excl. ML)	17.9	0.0	**0.0**	-17.9	21.5	-50.0	**0.0**	-21.5	-30.4	-90.0	**-80.0**	-49.5
Total	6,405.1	5,250.0	**6,100.0**	-305.1	4,361.1	4,750.0	**4,800.0**	+438.9	354.9	390.0	**390.0**	+35.1

Earnings Forecast by Segment: Energy Systems and Plants & Infrastructure Systems

Energy Systems



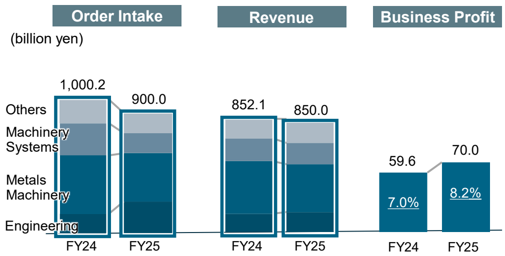
FY2025 Forecast Takeaways

- Large order intake growth expected in GTCC
- Revenue to grow in GTCC, Aero Engines, and Nuclear Power on back of strong order intake

	Order Intake		Revenue	
	FY24	FY25 Fcst	FY24	FY25 Fcst
GTCC	1,474.4	2,100.0	790.7	900.0
Steam Power*	424.3	320.0	403.9	340.0
Aero Engines	237.6	270.0	212.3	270.0
Nuclear Power	390.8	400.0	299.0	370.0

*FY24 actual figures shown here retroactively adjusted to reflect organizational changes within Energy Systems effected April 1, 2025

Plants & Infrastructure Systems



FY2025 Forecast Takeaways

- Order intake to decrease due to high base effect from large orders booked in 1H FY24 while maintaining high level
- Steady execution expected on order backlog accumulated over past three years especially in Metals Machinery

	Order Intake		Revenue	
	FY24	FY25 Fcst	FY24	FY25 Fcst
Engineering	149.0	240.0	137.8	150.0
Metals Machinery	435.1	360.0	395.2	360.0
Machinery Systems	239.0	150.0	172.3	160.0

In Energy Systems, significant order intake growth in GTCC led us to increase our full-year order intake forecast from ¥2.2 trillion to ¥3.2 trillion.

The business profit target remains unchanged at ¥240.0 billion. However, in the previous forecast, this figure included a ¥20.0 billion risk buffer for one-time expenses. As we booked ¥30.0 billion in one-time expenses during 1H, the current forecast for 2H assumes no risk buffer.

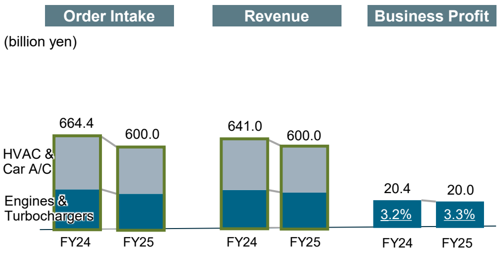
In Plants & Infrastructure Systems, we increased our business profit forecast from ¥60.0 billion to ¥70.0 billion based on steady project execution seen during 1H.

Next, please turn to page 24.

Earning Forecast by Segment: Logistics, Thermal & Drive Systems and Aircraft, Defense & Space

MITSUBISHI HEAVY INDUSTRIES

Logistics, Thermal & Drive Systems

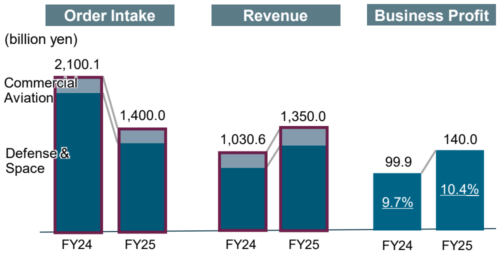


FY2025 Forecast Takeaways

- In Engines, emergency generator set units sold to increase especially in Asia
- In Turbochargers and HVAC, units sold to decrease

	Order Intake		Revenue	
	FY24	FY25 Fcst	FY24	FY25 Fcst
Engines & Turbochargers	290.7	260.0	279.1	260.0
HVAC & Car A/C	381.8	340.0	369.8	340.0

Aircraft, Defense & Space



FY2025 Forecast Takeaways

- In Defense & Space, order intake to decrease YoY while maintaining high level. Revenue to increase especially in Aircraft & Missile Systems.
- In Commercial Aviation, revenue to increase due to higher units delivered

	Order Intake		Revenue	
	FY24	FY25 Fcst	FY24	FY25 Fcst
Defense & Space	1,876.8	1,200.0	827.6	1,120.0
Commercial Aviation	223.2	200.0	203.0	230.0

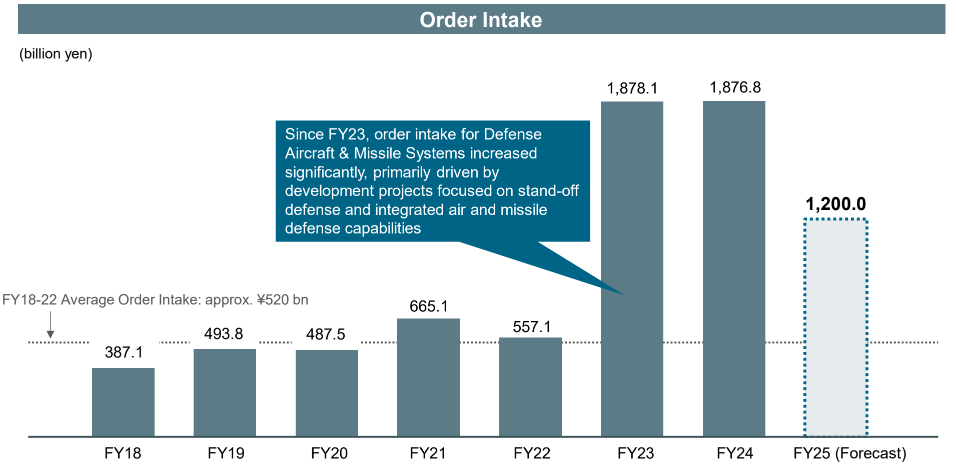
In Logistics, Thermal & Drive Systems, we decreased the order intake, revenue, and business profit forecasts in response to weak sales in Heating, Ventilation & Air Conditioning (HVAC) and Turbochargers.

As for Aircraft, Defense & Space, there are no changes from the initial plan.

This concludes my discussion of the full-year earnings forecast. Please turn to page 25, which includes some reference data.

Earnings Forecast by Segment: (Reference) Defense & Space Order Intake

- The Japan Defense Buildup Plan—which aims to significantly enhance the country's defense capabilities—was developed in 2022, leading to increases to Japan's defense budgets since FY2023
- Under the current five-year defense allocation plan, awarding of orders for large-scale development projects was concentrated in the first and second fiscal years (FY2023-24). While order intake will decrease YoY in FY2025, we still expect to maintain a high level of orders at over double our FY2018-22 average.



This page shows trends in Defense & Space order intake since FY2018.

The graph illustrates that while order intake was exceptionally high in FY2023 and FY2024, the FY2025 forecast of ¥1.2 trillion still represents a high level compared with historical trends.

Next, please turn to page 28.

4. Appendix

Appendix: Reference Data

Large Frame Gas Turbine Order Intake and Contract Backlog (units)

	1H FY24	FY24	1H FY25
Americas	5	11	12
Asia	3	5	11
EMEA	1	9	-
Other Regions	-	-	-
Order Intake Total	9	25	23
Contract Backlog	36	48	67

(Reference) China Licensee Order Intake

	1H FY24	FY24	1H FY25
Order Intake	5	7	4

Commercial Aviation Deliveries (units)

777	Q1	Q2	Q3	Q4	Total
FY24	6	6	2	5	19
FY25	6	8			14

777X	Q1	Q2	Q3	Q4	Total
FY24	3	3	1	0	7
FY25	0	3			3

787	Q1	Q2	Q3	Q4	Total
FY24	9	12	12	12	45
FY25	18	17			35

Appendix: Reference Data

Order Backlog

(billion yen)	FY24 End	1H FY25
Energy Systems	4,918.4	6,050.4
Plants & Infrastructure Systems	1,705.3	1,849.2
Logistics, Thermal & Drive Systems	79.3	71.1
Aircraft, Defense & Space	3,514.5	3,509.8
Others, Corporate & Eliminations	18.5	17.6
Total	10,236.2	11,498.3

Foreign Currency Amounts Expected to Affect P/L

(billion, except where otherwise stated)	USD	EUR
Amounts to Affect Business P/L	1.6	0.2
Amounts to Affect Finance Income/Costs	1.6	0.0
Exchange Rate Assumptions	¥145.0	¥165.0

Foreign Exchange Rates (Average Rates Used for Revenue Recognition)

	1H FY24	1H FY25
U.S. Dollar (JPY/USD)	153.2	146.4
Euro (JPY/EUR)	164.5	165.8

R&D Expenses, Depreciation and Amortization, and Capital Expenditures

(billion yen)	1H FY24	1H FY25	FY25 Forecast
R&D Expenses	89.9	104.1	320.0
Depreciation and Amortization	56.0	58.0	120.0
Capital Expenditures	63.3	69.5	160.0

Selling, General, and Administrative Expenses

(billion yen)	1H FY24	1H FY25
SG&A	281.5	298.3

Energy Systems After-Sales Services Revenue Ratios (Cumulative)

	1H FY24	1H FY25
GTCC	46%	51%
Steam Power	66%	78%
Nuclear Power	82%	71%
Segment Total	59%	64%

*Order backlog, foreign currency amounts expected to affect P/L, R&D expenses, depreciation and amortization, capital expenditures, and selling, general, and administrative expenses do not include ML portion

Starting with this earnings release, we have decided to disclose after-sales services revenue ratios for Energy Systems, so please take a look.

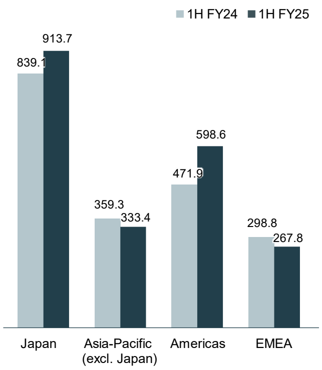
Next, please turn to page 30.

Appendix: Revenue by Region

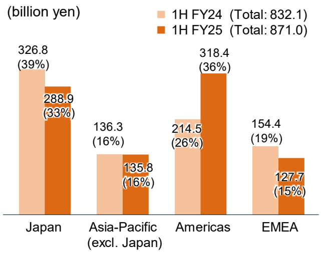
Total

(billion yen)

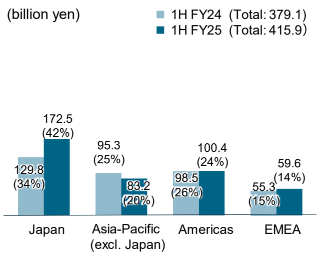
	1H FY24		1H FY25	
Japan	839.1	(43%)	913.7	(43%)
Asia-Pacific (excl. Japan)	359.3	(18%)	333.4	(16%)
Americas	471.9	(24%)	598.6	(28%)
EMEA	298.8	(15%)	267.8	(13%)
Total	1,969.2		2,113.7	



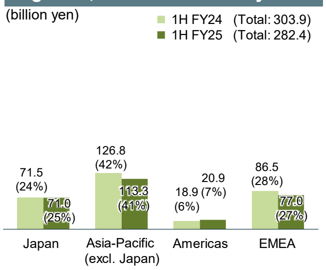
Energy Systems



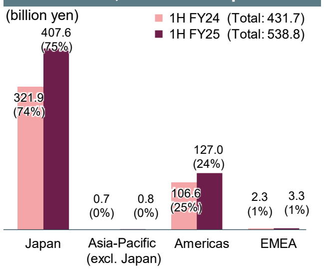
Plants & Infrastructure Systems



Logistics, Thermal & Drive Systems



Aircraft, Defense & Space



Appendix: History of Business Portfolio Optimization

MITSUBISHI HEAVY INDUSTRIES

■ Since implementing the Strategic Business Evaluation System in FY2012, MHI has worked extensively to optimize our portfolio of businesses

	Acquisitions	Mergers	Divestments (incl. minority JV investments)
24 MTBP[1] Expand Future Growth Areas	Considering primarily M&A opportunities in future growth areas, including data centers	Continue optimizing business portfolio with focus on increasing profitability, ensuring best ownership, and pursuing growth opportunities leveraging core technologies	• Forklifts (JIP[2])
21 MTBP Strengthen Profitability & Develop Future Growth Areas	• Concentric (OnPoint Group)	• Generators (Mitsubishi Electric)	• General-Purpose Engines
18 MTBP (Same as above)	• Metals Machinery (ABP) • CRJ (Bombardier) • Naval Ships (Mitsui E&S)		• Offshore Wind • Machine Tools
15 MTBP Continue Business Structure Reforms & Expand to ¥5 tr	• HVAC (Toyo Engineering Works) • Forklifts (UniCariers)		• Industrial Cranes • Agricultural Machinery • Shonan Monorail • Solid Valves • Shield Tunneling Machinery • Water Gates • Injection Molding Machinery • X-Ray Therapy Systems • Real Estate • Onboard ETC Units • Marine Diesel Engines
12 MTBP Expand Business Scale through M&A & Business Structure Reforms	• Machine Tools (Federal Broach) • Forklifts (Daily Equipment) • Aero-Derivative Gas Turbines (PWPS) • Organic Rankine Cycle (Turboden) • Metals Machinery (Concast)	• Thermal Power (Hitachi) →Became 100% subsidiary in 2020 • Forklifts (Nichiyu) • Metals Machinery (IHI Metal Tech, Siemens VAI) →Acquired all of Siemens' stake in 2019	• Printing Machinery • Lithium-Ion Rechargeable Batteries • Bridge & Steel Structures Engineering

1 MTBP: Medium-Term Business Plan 2 JIP: Japan Industrial Partners

This page shows the history of our efforts to optimize the portfolio of businesses.

This concludes my presentation. Thank you for your attention.

(End of summary.)

Appendix: Impact from (Planned) Transfer of Consolidated Subsidiary Announced Sep. 30, 2025

Impact from the decision to sell ML on 1H FY2025 financial results and FY2025 earnings forecast is outlined in the table below

(billion yen)	1H FY2025 (Profit Margin)					FY2025 Full Year (Profit Margin)					
	Before ML Sale Impact	ML Sale Impact			Actual	FY2025 Forecast (8/5)	Revision before ML Sale Impact	ML Sale Impact			FY2025 Forecast (Revised)
		Reclassification to Discontinued Operations	Loss on Business Reorganization (After Tax)	Total				Reclassification to Discontinued Operations	Loss on Business Reorganization (After Tax)	Total	
Continuing Operations											
Revenue	2,431.7	-318.0	-	-318.0	**2,113.7**	5,400.0	5,435.0	-635.0	-	-635.0	**4,800.0**
Profit from Business Activities	179.0 (7.4%)	-7.5	-	-7.5	**171.5 (8.1%)**	420.0 (7.8%)	406.0 (7.5%)	-16.0	-	-16.0	**390.0 (8.1%)**
Profit before Income Taxes	178.4	-4.7	-	-4.7	**173.7**	400.0	380.5	-10.5	-	-10.5	**370.0**
Profit from Continuing Operations	129.8 (5.3%)	-3.8	-	-3.8	**126.0 (6.0%)**	280.0 (5.2%)	266.5 (4.9%)	-6.5	-	-6.5	**260.0 (5.4%)**
Discontinued Operations											
Profit from Discontinued Operations	-	+3.8	-13.8	-10.0	**-10.0**	-	-	+6.5	-16.5	-10.0	**-10.0**
Profit	129.8 (5.3%)	0.0	-13.8	-13.8	**115.9 (5.5%)**	(not disclosed)	266.5 (4.9%)	0.0	-16.5	-16.5	**250.0 (5.2%)**
Profit Attributable to Owners of Parent	128.7 (5.3%)	-	-13.8	-13.8	**114.9 (5.4%)**	260.0 (4.8%)	246.5 (4.5%)	-	-16.5	-16.5	**230.0 (4.8%)**
Profit Attributable to Non-Controlling Interests	1.0	-	-	-	**1.0**	(not disclosed)	20.0	-	-	-	**20.0**

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