

# FY2025 Financial Results

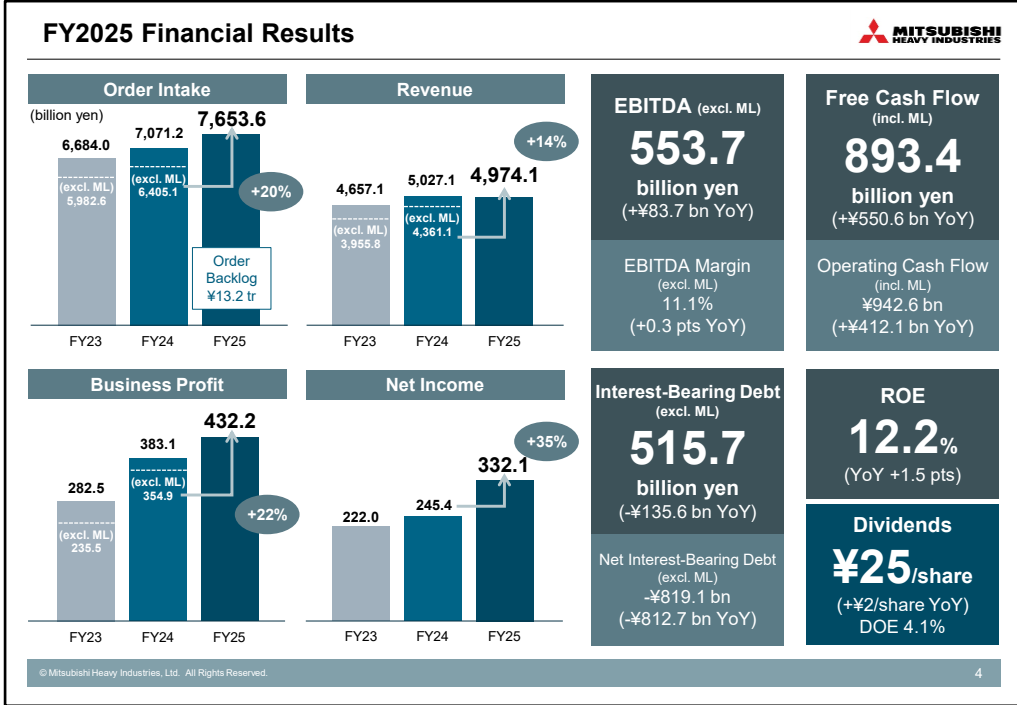
May 12, 2026

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Hello, everyone. This is Eisaku Ito, President & CEO of Mitsubishi Heavy Industries. Thank you very much for taking time out of your busy schedules to join us today. Allow me to make a few brief comments on my assessment of our FY2025 financial results, as well as on our strategy for FY2026.



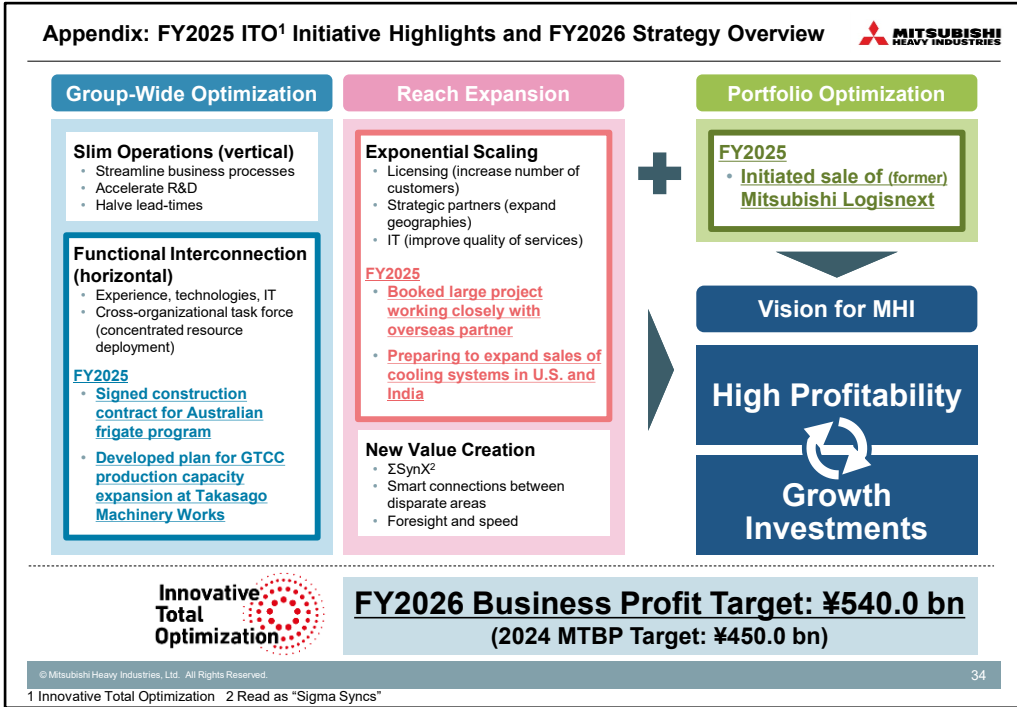
Order intake in FY2025 rose 20% year-on-year, reaching ¥7.7 trillion. This growth was mainly driven by strong orders for GTCC in North America and Asia. Orders for large frame gas turbines increased significantly from 25 units last year to 35 units in FY2025.

Revenue was around ¥5 trillion, supported by steady growth in GTCC, Nuclear Power, and Defense. Business profit increased year-on-year in all segments to a total of ¥432.2 billion.

Based on these results, I have the utmost confidence in our ability to achieve our 2024 Medium-Term Business Plan (MTBP) targets, while realizing even greater growth going forward.

Turning now to our operating environment, demand for data centers is rising due to advances in AI technology, which in turn is driving increased electricity demand. Additionally, carbon neutrality-related policies around the world are moving in a more practical, achievable direction.

Contrastingly, geopolitical risks – particularly in the Middle East – have emerged, leading to ongoing concerns about global supply chain instability and rising inflation. Within this uncertain environment, MHI will actively pursue business opportunities in areas that contribute to solving societal issues, while carefully managing risk.



Next, I will share some highlights from the ITO initiatives we pursued in FY2025, then outline our strategy for FY2026.

Aiming to unleash our growth potential in the medium to long term, we are working to implement ITO, which is supported by the two pillars of Group-Wide Optimization and Reach Expansion. In FY2025, the ITO concept took root throughout the organization, generating a myriad of synergies.

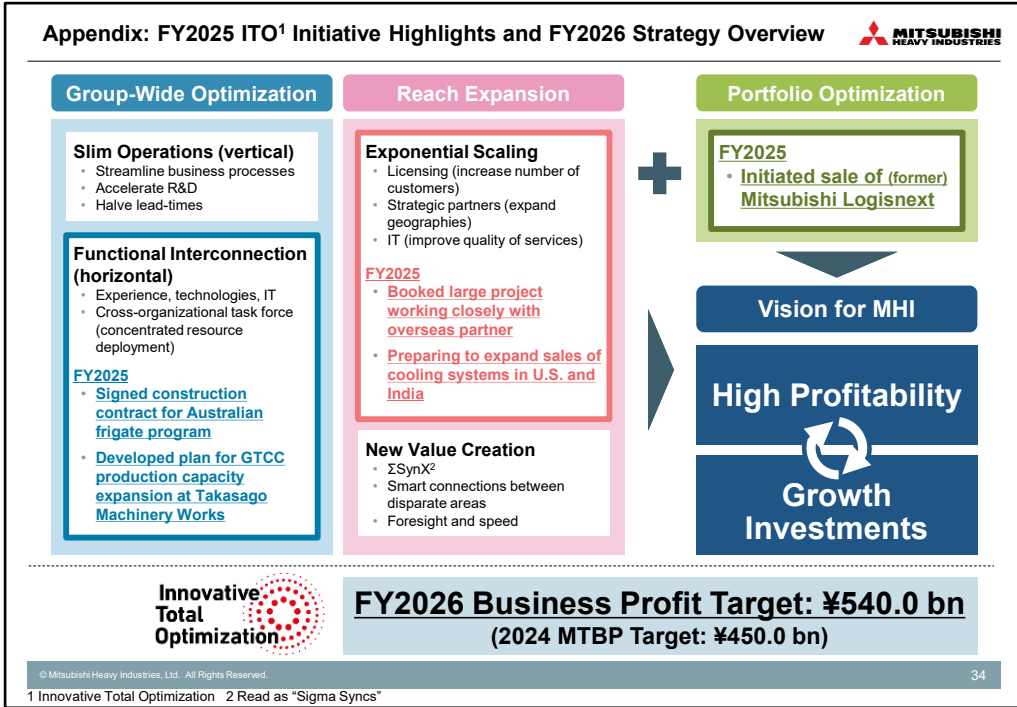
To provide one example, we won a construction contract for the next-generation general purpose frigate program in Australia after around eight months of negotiations. During this process, we deployed personnel with experience working on plant projects overseas from the initial phase of contract negotiations. By building an organization that leveraged these synergies, we were able to conclude the contract smoothly.

In GTCC, we actively deployed many engineers, including those from facilities other than Takasago Machinery Works – our main base of operations for the business. This has increased our project execution capabilities, enabling us to meet booming demand in the market.

In accordance with the Reach Expansion pillar of ITO, we have launched initiatives to create new customer value across all business areas.

To that end, we are enhancing our efforts in markets and regions with strong growth forecasts by collaborating with overseas partners. One success story is our partnership with a Turkish construction company, which recently led to our booking a large plant project in Turkmenistan. We are also preparing to expand sales of cooling systems in the U.S. and India.

(Summary continues on next page.)



(Continued from previous page)

Moreover, in GTCC and several other businesses, we are actively deploying capital expenditures to increase manufacturing capacity, as well as R&D investments to accelerate technological innovation. Through these efforts, we will respond to rising demand while increasing competitiveness.

Optimization of our portfolio of businesses is another area of focus for us. As was the case with our decision to sell Mitsubishi Logisnext, we are working to optimize the management of our businesses by considering strategic fit and synergies, including the option of selling businesses to their best owners. Through this approach, we aim to maximize corporate value by directing management resources toward areas with strong growth potential.

By implementing these measures, we are targeting ¥540.0 billion in business profit in FY2026, a figure which significantly exceeds our initial 2024 MTBP goal of ¥450.0 billion or higher.

In closing, I will provide more details on these initiatives and our corporate strategy at the 2024 MTBP Progress briefing scheduled for the end of May. We hope to see you there and appreciate your continued support and understanding.

This concludes my presentation.

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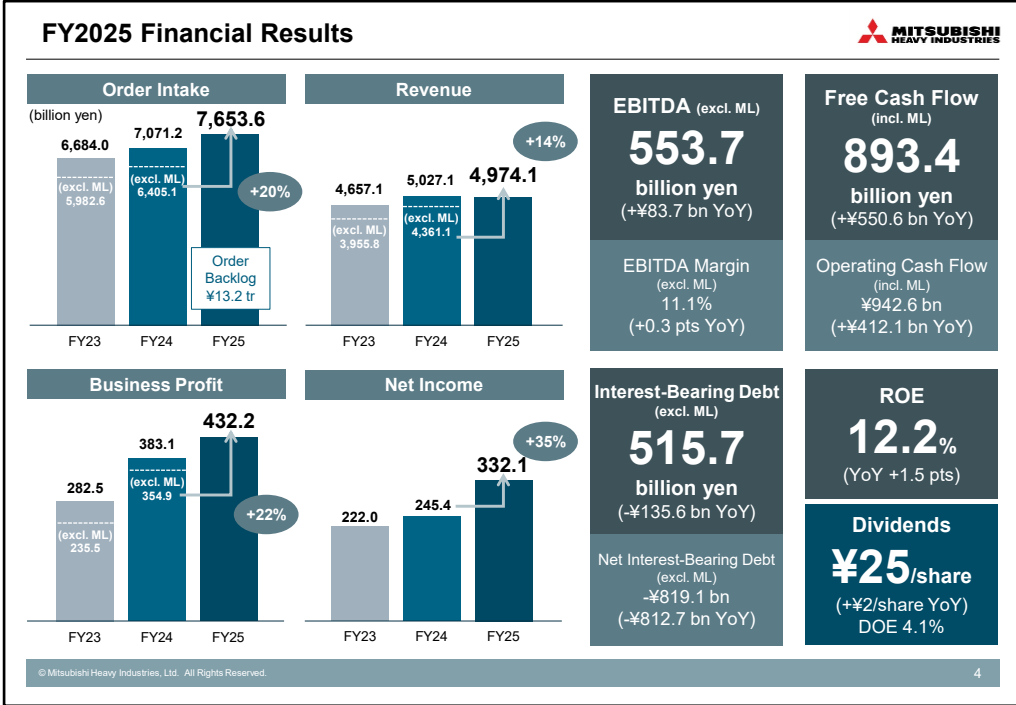
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In accordance with the International Financial Reporting Standards (IFRS) adopted by MHI, the businesses related to the former Mitsubishi Logisnext Co., Ltd. (renamed Logisnext Co., Ltd. on April 30, 2026, and removed from the MHI consolidated base on May 1, 2026), its subsidiaries, and affiliates (hereafter referred to as "ML") are classified as discontinued operations. As such, unless otherwise stated, order intake, revenue, and business profit figures for the previous and current fiscal years represent only those of continuing operations excluding ML. Furthermore, assets and liabilities directly related to ML are combined and shown as "assets/liabilities held for sale," which appear separately from other items. While cash flows related to ML are not broken out in the main section of the statement of cash flows, they are disclosed separately in the notes.

Continuing on, we will now go over the details of our FY2025 financial results and the FY2026 earnings forecast, limiting ourselves to the main takeaways. I am Jiro, MHI Investor Relations' AI narrator.

First, a few notes. As indicated at the bottom of this page, in accordance with our accounting standards, the figures for order intake, revenue, and business profit exclude those related to the former Mitsubishi Logisnext. Also, assets and liabilities directly related to that business are grouped together under "Assets and liabilities held for sale."

# 1. Key Takeaways



Please turn to page 4.

Order intake, revenue, and business profit are as outlined during Ito's presentation. Net income reached ¥332.1 billion, up 35% year-on-year, marking a new record high alongside business profit.

Free cash flow was strong at positive ¥893.4 billion, and interest-bearing debt decreased to ¥515.7 billion.

Order backlog exceeded ¥13 trillion, up around ¥3 trillion from the end of the previous fiscal year. Please refer to page 31 for a breakdown by segment.

## FY2025 Financial Results Highlights

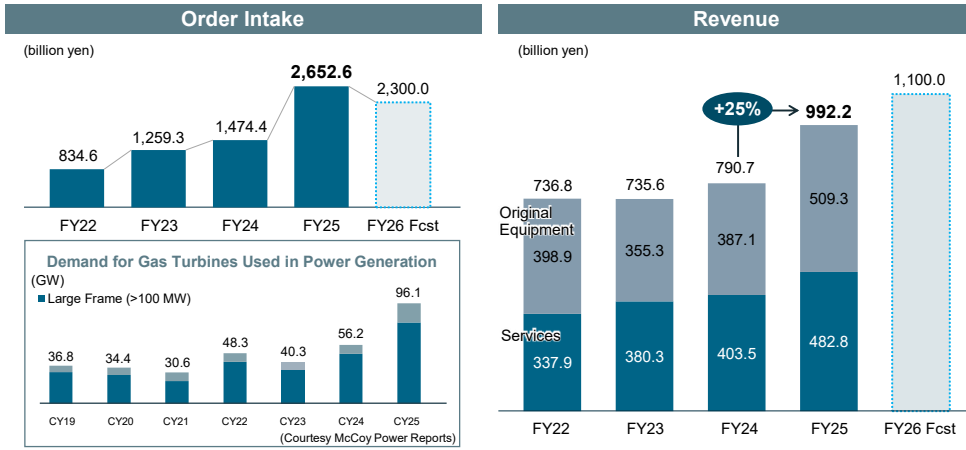


- **Order intake, business profit, net income, and free cash flow reached record highs**
- **Order Intake: ¥7,653.6 bn** (+¥1,248.4 bn [+20%] YoY)  
Order intake grew significantly in Energy Systems, with main contributions from Gas Turbine Combined Cycle (GTCC), Nuclear Power, and Engineering.  
Order backlog increased by ¥3,001.3 bn to ¥13,237.6 bn from FY2024 end.
- **Revenue: ¥4,974.1 bn** (+¥613.0 bn [+14%] YoY)  
Revenue increased YoY in Energy Systems, Plants & Infrastructure Systems, and Aircraft, Defense & Space.  
Revenue growth especially large in GTCC and Defense & Space.
- **Business Profit: ¥432.2 bn** (+¥77.2 bn [+22%] YoY)  
Business profit increased YoY in all segments. Despite losses in some thermal power projects, goodwill impairment in Industrial Power Solutions, and high base effect from FY2024 asset sale gains, strong performance in GTCC, Nuclear Power, Metals Machinery, and Defense & Space drove significant business profit growth.
- **Net Income: ¥332.1 bn** (+¥86.6 bn [+35%] YoY)  
Net income increased YoY due to higher business profit
- Free cash flow increased by ¥550.6 bn YoY to ¥893.4 bn.  
High operating cash flow achieved due to advances received primarily in GTCC.
- Planning to increase full-year dividend to ¥25/share, ¥1 higher than previous guidance of ¥24/share

## Financial Results Highlights: GTCC Order Intake and Revenue



- Market growth driven by transition away from coal- and oil-fired thermal power, need for peaking power to offset renewable energy intermittence, and high electricity demand – especially from data centers
- Booked orders for 35 large frame gas turbines. Order intake significantly exceeded last year's record high, with order backlog surpassing ¥5 tr.
- Working to increase production capacity to address strong demand. Aiming to maximize throughput with lean operations.



Pages 6 to 8 provide some highlights on our three growing core businesses, starting with GTCC.

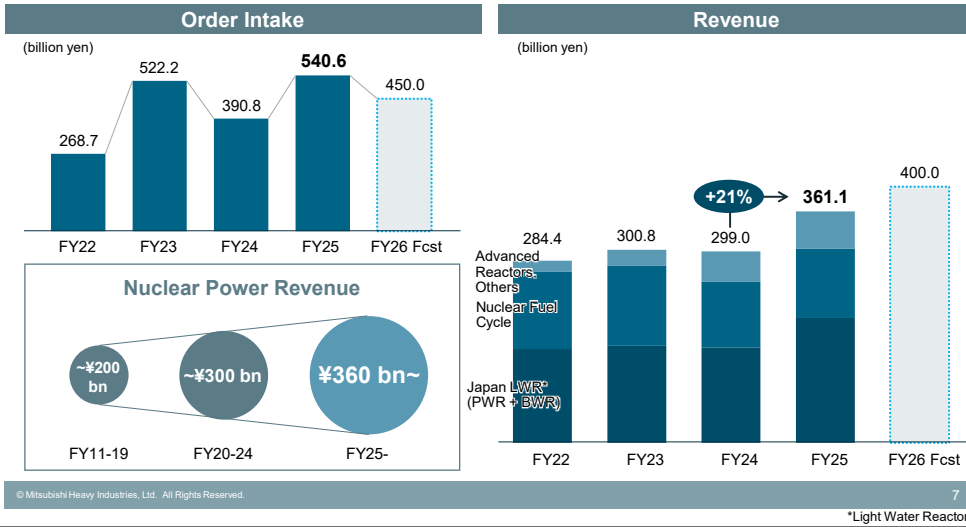
As shown in the bar graph at the bottom left, global demand for gas turbines in CY2025 was around 100 GW, a significant increase from the previous year. On the back of this strong demand, we booked orders for 35 large frame gas turbines in FY2025, achieving a record high for order intake.

The graph on the right shows revenue, which has been steadily rising – both in original equipment as well as services – supported by growing order intake over the past few years. Revenue is expected to increase further in FY2026.

## Financial Results Highlights: Nuclear Power Order Intake and Revenue



- Order intake growing in all main business areas: Japan light water reactors, nuclear fuel cycle facilities, and development work on demonstration reactors utilizing fast reactor and high temperature gas-cooled reactor technologies
- Revenue increasing across board, in line with order intake growth



Page 7 shows some highlights in Nuclear Power.

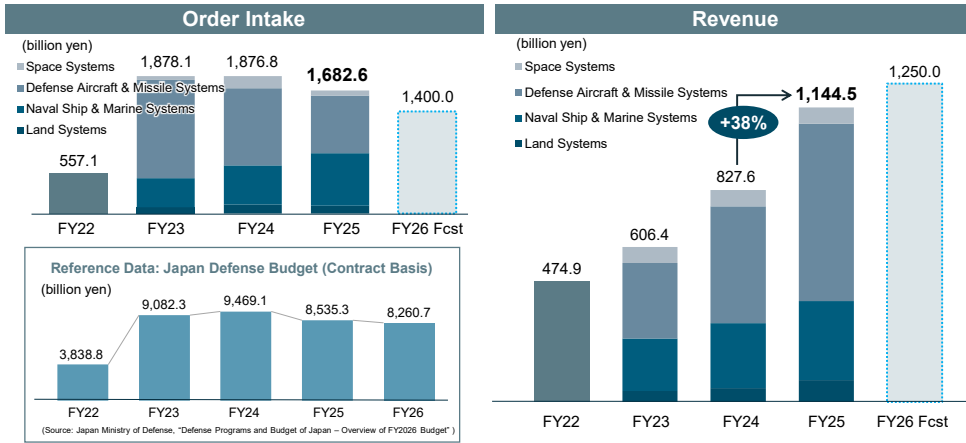
In FY2025, order intake rose in all main business areas, including Japan light water reactors, nuclear fuel cycle facilities, and development work on demonstration reactors utilizing advanced technologies. As a result, revenue grew significantly year-on-year.

Nuclear Power revenue – which is shown in the pie chart at the bottom left – has trended around ¥300 billion in recent years. Revenue is expected to exceed ¥400 billion going forward.

## Financial Results Highlights: Defense & Space Order Intake and Revenue



- Booked orders for several large projects, including Australian frigate program. Expecting order intake to remain high in FY2026.
- Revenue rose 40% YoY, driven by strong order intake from FY2023 onward
- Continuing to invest in production facility and workforce expansion to enable steady execution of over ¥4 tr in order backlog



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Page 8 covers Defense & Space.

Order intake declined year-over-year in FY2025 due to the booking of several large projects during the previous fiscal year. That said, we still achieved relatively high order intake, mainly thanks to an order for the Australian frigate program. Japan's defense budget for FY2026 is around the same size as FY2025, so we anticipate high order intake will continue.

Revenue rose 38% year-on-year on the back of a surge in order intake over recent years. We expect revenue growth to continue in FY2026.

## 2. FY2025 Financial Results

Next, I will provide a more detailed explanation of our financial results.

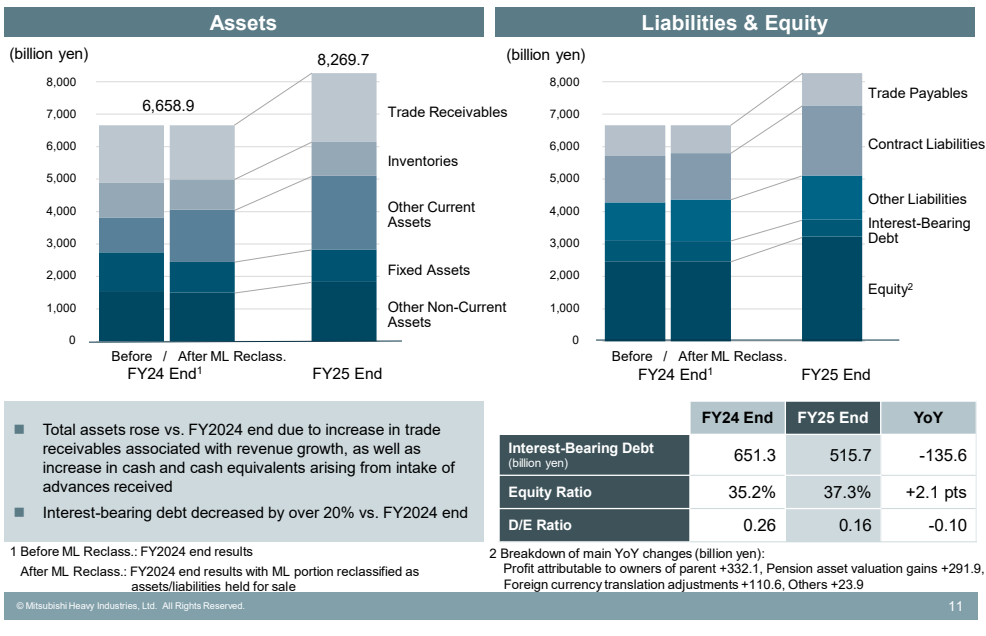
## Financial Results Overview



(billion yen)	FY2024 (Profit Margin)		FY2025 (B) (Profit Margin)	YoY (B) – (A) (Profit Margin)	(YoY%)
		Excl. ML* (A)			
<b>Order Intake</b>	7,071.2	6,405.1	7,653.6	+1,248.4	(+19.5%)
<b>Revenue</b>	5,027.1	4,361.1	4,974.1	+613.0	(+14.1%)
<b>Profit from Business Activities</b>	383.1 (7.6%)	354.9 (8.1%)	432.2 (8.7%)	+77.2 (+0.6 pts)	(+21.8%)
<b>Profit Attributable to Owners of Parent</b>	245.4 (4.9%)	245.4 (5.6%)	332.1 (6.7%)	+86.6 (+1.1 pts)	(+35.3%)
<b>EBITDA</b>	541.3 (10.8%)	469.9 (10.8%)	553.7 (11.1%)	+83.7 (+0.3 pts)	(+17.8%)
<b>Free Cash Flow</b>	342.7	342.7	893.4	+550.6	
<b>Operating Cash Flow</b>	530.4	530.4	942.6	+412.1	
<b>Investing Cash Flow</b>	-187.7	-187.7	-49.1	+138.5	

\*Excl. ML: FY2024 results shown here adjusted in accordance with methodology outlined on p.2

## Financial Position



Please turn to page 11, which shows our balance sheet.

Total assets increased by around ¥1.6 trillion to ¥8,269.7 billion from the end of the previous fiscal year. Shown on the right, “Contract liabilities” – i.e., advances received – rose significantly. This led to an increase in Cash and Cash Equivalents, which appear on the left under “Other Current Assets.”

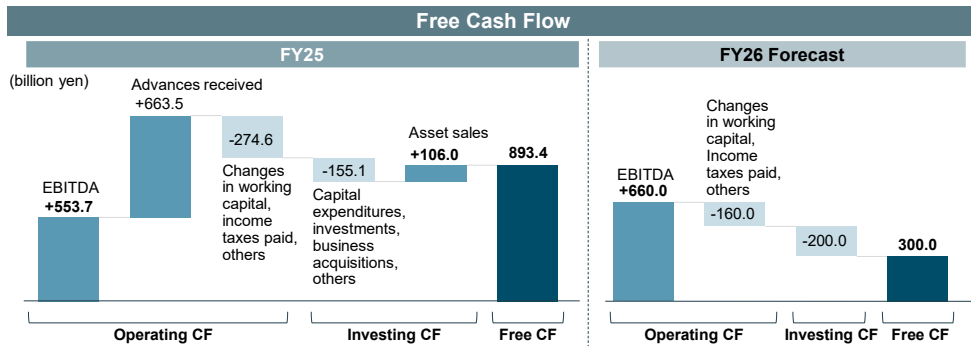
Also on the right, equity grew substantially due to higher net income, pension asset valuation gains, and the weaker yen, among other factors.

## Financial Position



(billion yen)	FY24 End		FY25 End (B)	YoY (B) – (A)
	Before ML Reclass.	After ML Reclass. (A) (Reference Data)		
<b>Trade Receivables and Contract Assets</b>	1,776.5	1,664.5	2,127.7	+463.2
<b>Inventories</b>	1,062.5	939.8	1,041.8	+102.0
<b>Other Current Assets</b>	1,072.5	1,603.6	2,270.7	+667.1
<b>(Cash and Cash Equivalents)</b>	(657.8)	(641.2)	(1,334.8)	(+693.6)
<b>(Assets Held for Sale)</b>	(3.7)	(562.8)	(548.4)	(-14.4)
<b>Fixed Assets</b>	1,195.3	948.5	978.3	+29.8
<b>Other Non-Current Assets</b>	1,551.9	1,502.3	1,850.9	+348.6
<b>Total Assets</b>	<b>6,658.9</b>	<b>6,658.9</b>	<b>8,269.7</b>	<b>+1,610.7</b>
<b>Trade Payables</b>	930.2	856.1	1,000.8	+144.7
<b>Contract Liabilities</b>	1,443.9	1,434.5	2,161.8	+727.3
<b>Other Liabilities</b>	1,163.4	1,277.8	1,362.8	+84.9
<b>(Liabilities Held for Sale)</b>	-	(277.9)	(281.9)	(+4.0)
<b>Interest-Bearing Debt (excl. ML)</b>	651.3	620.5	515.7	-104.8
<b>Equity</b>	2,469.8	2,469.8	3,228.4	+758.5
<b>(Equity Attributable to Owners of Parent)</b>	(2,346.7)	(2,346.7)	(3,088.5)	(+741.8)
<b>Total Liabilities and Equity</b>	<b>6,658.9</b>	<b>6,658.9</b>	<b>8,269.7</b>	<b>+1,610.7</b>

## Cash Flows



(billion yen)	FY24	FY25	YoY
<b>Operating Cash Flow</b>	530.4	942.6	+412.1
<b>Investing Cash Flow</b>	-187.7	-49.1	+138.5
<b>Free Cash Flow</b>	342.7	893.4	+550.6
<b>Depreciation &amp; Amortization</b>	114.9	121.4	+6.5
<b>EBITDA</b>	469.9	553.7	+83.7
<b>EBITDA (%)</b>	10.8%	11.1%	+0.3 pts

(billion yen)	FY24	FY25	YoY
<b>Capital Expenditures &amp; Investments</b>	-304.5	-188.5	+116.0
<b>Business Acquisitions</b>	-1.5	-27.0	-25.5
<b>Sale of Real Estate</b>	+76.4	+14.6	-61.8
<b>Sale of Strategic Shareholdings</b>	+24.4	+91.4	+67.0
<b>Others</b>	+17.4	+60.3	+42.9
<b>Total</b>	-187.7	-49.1	+138.5

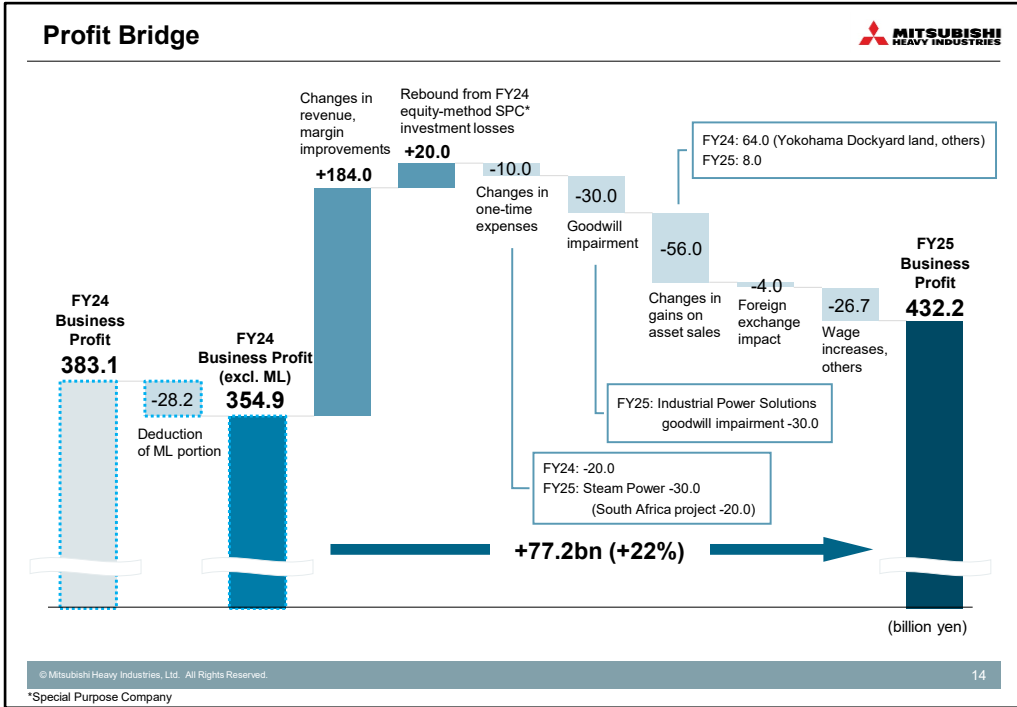
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Please turn to page 13, which shows our cash flows.

Free cash flow reached a record high of ¥893.4 billion, supported by EBITDA of ¥553.7 billion and large advances received booked in GTCC and other businesses.

We expect working capital to increase during FY2026 as we work to execute our extensive backlog.



Please turn to page 14. This graph outlines factors which caused year-on-year changes in business profit.

Business profit rose by ¥77.2 billion from ¥354.9 billion during FY2024, excluding Mitsubishi Logisnext.

Of this increase, ¥184.0 billion came from higher revenue and improved margins. Strong backlog execution and the provision of highly profitable after-sales services resulted in this item significantly exceeding the initial target of +¥134.0 billion.

Moving on to the negative factors, an American company in our Industrial Power Solutions business, which we acquired during FY2023, recognized ¥30.0 billion in goodwill impairment losses in accordance with our accounting standards. Nonetheless, we will continue to focus on our data center business – which was the strategic rationale for acquiring that company – and which remains one of our future growth areas.

Business profit decreased by ¥56.0 billion due to the high base effect of large gains realized in FY2024 from the sale of some land at our Yokohama Dockyard & Machinery Works facility.

Moving on, I will now discuss developments in order intake, revenue, and business profit by segment.

## Financial Results by Segment

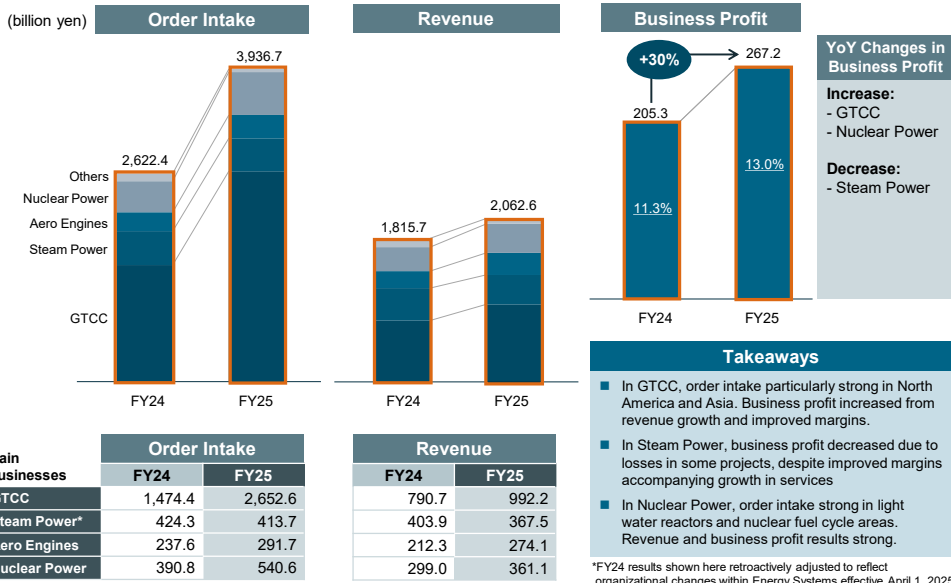


	Order Intake			Revenue			Profit from Business Activities		
	FY24	FY25	YoY	FY24	FY25	YoY	FY24	FY25	YoY (%)
(billion yen)									
<b>Energy Systems</b>	2,622.4	3,936.7	+1,314.2	1,815.7	2,062.6	+246.8	205.3	267.2	+61.9 (+30%)
<b>Plants &amp; Infrastructure Systems</b>	1,000.2	1,158.0	+157.8	852.1	880.8	+28.7	59.6	84.1	+24.4 (+41%)
<b>Logistics, Thermal &amp; Drive Systems (excl. ML)*</b>	664.4	638.1	-26.3	641.0	630.8	-10.2	20.4	33.0	+12.5 (+62%)
<b>Aircraft, Defense &amp; Space</b>	2,100.1	1,929.4	-170.6	1,030.6	1,393.8	+363.2	99.9	151.5	+51.5 (+52%)
<b>Others, Corporate &amp; Eliminations (excl. ML)*</b>	17.9	-8.7	-26.6	21.5	5.9	-15.5	-30.4	-103.7	-73.2 (-)
<b>Total</b>	<b>6,405.1</b>	<b>7,653.6</b>	<b>+1,248.4</b>	<b>4,361.1</b>	<b>4,974.1</b>	<b>+613.0</b>	<b>354.9</b>	<b>432.2</b>	<b>+77.2 (+22%)</b>

\*Excl. ML: FY2024 results shown here adjusted in accordance with methodology outlined on p.2

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## Financial Results: Energy Systems



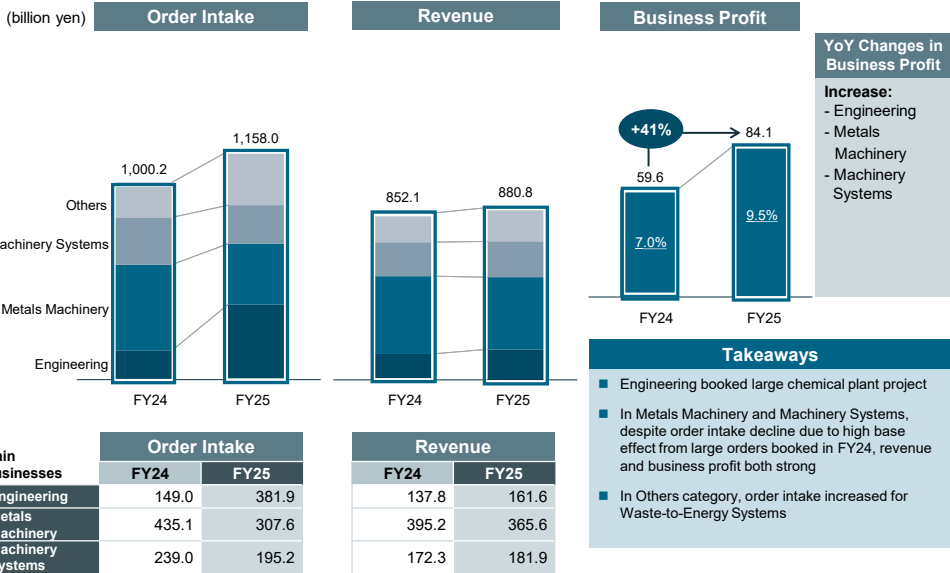
Please turn to page 17.

In the Energy Systems segment, order intake rose significantly in GTCC and Nuclear Power, with total segment order intake up 50% year-on-year to ¥3,936.7 billion.

GTCC continued to book high order intake on the back of strong demand for power generation systems, primarily in North America.

Revenue grew 13.6% year-on-year to ¥2,062.6 billion. Business profit rose 30% year-on-year to ¥267.2 billion, driven mainly by higher revenue and improved margins in GTCC and Nuclear Power, which offset ¥30.0 billion in one-time losses in Steam Power.

## Financial Results: Plants & Infrastructure Systems

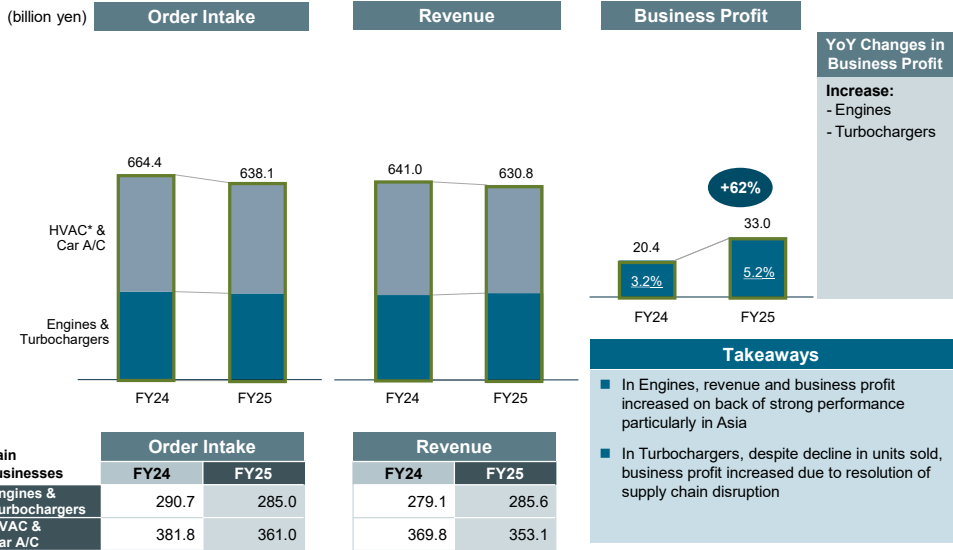


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In the Plants & Infrastructure Systems segment, high order intake in Engineering – including a fertilizer plant booked in Turkmenistan – offset a dip in orders in Metals Machinery and Machinery Systems caused by a high base effect from large projects booked in the previous fiscal year.

Business profit rose more than 40% year-on-year to ¥84.1 billion, driven by improved margins, primarily in Metals Machinery and Machinery Systems.

## Financial Results: Logistics, Thermal & Drive Systems

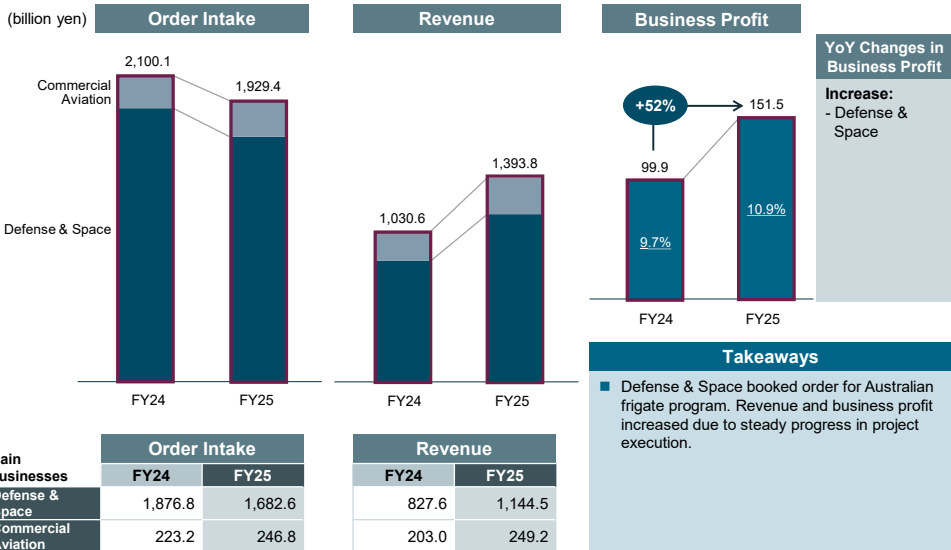


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In the Logistics, Thermal & Drive Systems segment, revenue declined due to fewer units sold in Turbochargers and HVAC.

Contrastingly, business profit increased on the back of higher revenue in Engines – primarily in Asia – and the resolution of a supply chain disruption that occurred in Turbochargers during the previous fiscal year.

## Financial Results: Aircraft, Defense & Space



Please turn to page 20.

Order intake in Aircraft, Defense & Space decreased due to a high base effect from several large orders booked during the previous fiscal year. However, we were still able to achieve strong order intake performance, due in part to the booking of the Australian frigate program.

Revenue rose 35% year-on-year, and business profit increased by over 50%, due to steady execution of the extensive order backlog in Defense & Space.

### 3. FY2026 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.

On April 1, 2026, the Data Center & Energy Management Department was transferred from Others, Corporate & Eliminations to the Logistics, Thermal & Drive systems segment (LT&D), and LT&D was renamed Industrial Solutions.

The earnings forecast provided herein excludes impact from the situation in the Middle East. While current impact is limited, it remains an evolving situation, and as such the Company will continue to monitor developments closely.

Next, I will discuss the FY2026 earnings forecast.

Following the organizational changes made on April 1, the Data Center & Energy Management Department was moved to the Logistics, Thermal & Drive Systems segment, which has been renamed the Industrial Solutions segment.

Moreover, this earnings forecast does not include impact from the uncertain and evolving situation in the Middle East.

## Earnings Forecast Overview



(billion yen)	FY2025 (Profit Margin)	FY2026 (Profit Margin)	YoY (Profit Margin)	(YoY%)
<b>Order Intake</b>	7,653.6	<b>6,800.0</b>	-853.6	(-11.2%)
<b>Revenue</b>	4,974.1	<b>5,400.0</b>	+425.8	(+8.6%)
<b>Profit from Business Activities</b>	432.2 (8.7%)	<b>540.0</b> (10.0%)	+107.7 (+1.3 pts)	(+24.9%)
<b>Profit Attributable to Owners of Parent</b>	332.1 (6.7%)	<b>380.0</b> (7.0%)	+47.8 (+0.3 pts)	(+14.4%)
<b>ROE</b>	12.2%	<b>12%</b>	-0.2 pts	
<b>EBITDA</b>	553.7 (11.1%)	<b>660.0</b> (12.2%)	+106.2 (+1.1 pts)	(+19.2%)
<b>Free Cash Flow</b>	893.4	<b>300.0</b>	-593.4	
<b>Dividends</b>	25 yen Interim: 12 yen Year-End: 13 yen	<b>29 yen</b> Interim: 14 yen Year-End: 15 yen	Exchange rate assumptions: USD 1.00 = ¥150 EUR 1.00 = ¥180	

\*Earnings forecast excludes impact from situation in Middle East

Please turn to page 22, which shows the forecast for order intake, revenue, and business profit.

We are guiding ¥6.8 trillion in order intake. Although order intake is expected to decline due to a high base effect from large projects booked in FY2025 – such as a project for Taiwan Power Company in GTCC, construction work on nuclear fuel cycle-related facilities in Nuclear Power, and the Australian frigate program in Defense – we expect order backlog will remain high.

Business profit is expected to rise 25% year-on-year to ¥540.0 billion, exceeding FY2025's record high.

ROE is projected to hit our 2024 MTBP target of 12%, and free cash flow is guided at ¥300.0 billion. The full-year dividend is expected to increase by ¥4 to ¥29/share.

## FY2026 Earnings Forecast Highlights



- Order intake: ¥6.8 tr, Revenue: ¥5.4 tr, Business profit: ¥540.0 bn

	Order Intake	Revenue	Business Profit	Takeaways
Energy Systems	¥3.45 tr	¥2.2 tr	¥340.0 bn	Revenue and business profit to grow driven primarily by GTCC and Nuclear Power
Plants & Infrastructure Systems	¥1.0 tr	¥0.95 tr	¥90.0 bn	Strong order intake, revenue, and business profit expected
Industrial Solutions	¥0.75 tr	¥0.75 tr	¥30.0 bn	Forecasting increase in Engines and HVAC units sold
Aircraft, Defense & Space	¥1.65 tr	¥1.5 tr	¥170.0 bn	Defense & Space revenue to grow 10% YoY on back of strong order intake

- Net income to increase YoY, reaching ¥380.0 bn driven by business profit growth
- Planning ¥29/share full-year dividend, ¥4 higher than FY2025's ¥25/share
- Earnings forecast excludes impact from situation in Middle East

Pages 23 through 28 provide more details about the earnings forecast, including information on each segment and the profit bridge for FY2026.

Supplemental data is provided in the appendix – which starts on page 29 – but please allow me to omit a detailed explanation here.

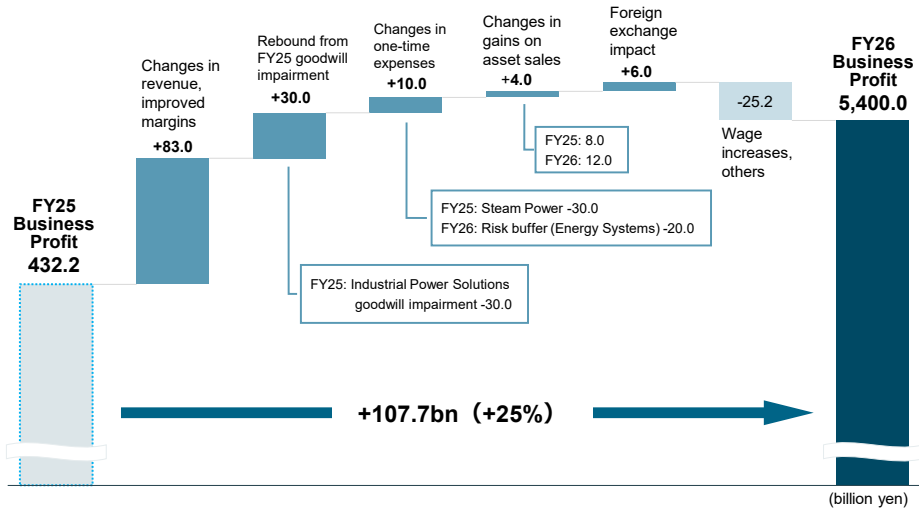
This concludes my presentation.

(Summary continues on page 35.)

## Profit Bridge



- Business profit to grow driven by higher revenue and improved margins – primarily in Energy Systems and Aircraft, Defense & Space – as well as rebound from FY2025 goodwill impairment



## Trends in Financial Indicators



	FY2024	FY2025	FY2026 Forecast
<b>Revenue*</b>	¥4.4 tr	¥5.0 tr	¥5.4 tr
<b>Business Profit Margin*</b>	8.1%	8.7%	10.0%
<b>ROE*</b>	10.7%	12.2%	12%
<b>Total Assets</b>	¥6.7 tr	¥8.3 tr	¥7.8 tr
<b>Interest-Bearing Debt</b>	¥0.7 tr	¥0.5 tr	-
<b>Equity</b>	¥2.5 tr	¥3.2 tr	¥3.4 tr
<b>Total Asset Turnover Ratio</b>	0.78	0.67	0.7
<b>D/E Ratio</b>	0.26	0.16	-
<b>Equity Ratio</b>	35%	37%	-
<b>Dividends</b>	¥23	¥25	¥29

\*FY2024 results exclude ML

## Earnings Forecast by Segment



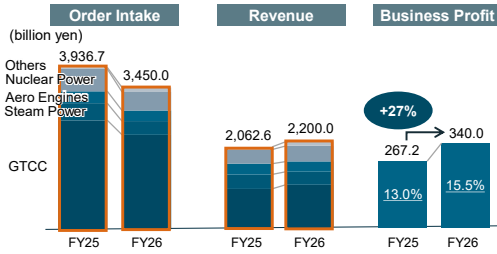
(billion yen)	Order Intake			Revenue			Profit from Business Activities		
	FY25*	FY26 Forecast	YoY	FY25*	FY26 Forecast	YoY	FY25*	FY26 Forecast	YoY (%)
Energy Systems	3,936.7	<b>3,450.0</b>	-486.7	2,062.6	<b>2,200.0</b>	+137.3	267.2	<b>340.0</b>	+72.7 (+27%)
Plants & Infrastructure Systems	1,158.0	<b>1,000.0</b>	-158.0	880.8	<b>950.0</b>	+69.1	84.1	<b>90.0</b>	+5.8 (+7%)
Industrial Solutions	704.7	<b>750.0</b>	+45.2	699.9	<b>750.0</b>	+50.0	-2.0	<b>30.0</b>	+32.0 (-)
Aircraft, Defense & Space	1,929.4	<b>1,650.0</b>	-279.4	1,393.8	<b>1,500.0</b>	+106.1	151.5	<b>170.0</b>	+18.4 (+12%)
Others, Corporate & Eliminations	-75.3	<b>-50.0</b>	+25.3	-63.1	<b>0.0</b>	+63.1	-68.5	<b>-90.0</b>	-21.4 (-)
<b>Total</b>	<b>7,653.6</b>	<b>6,800.0</b>	-853.6	<b>4,974.1</b>	<b>5,400.0</b>	+425.8	<b>432.2</b>	<b>540.0</b>	+107.7 (+25%)

\*FY2025 results shown here retroactively adjusted to reflect organizational changes effective April 1, 2026

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



### Energy Systems

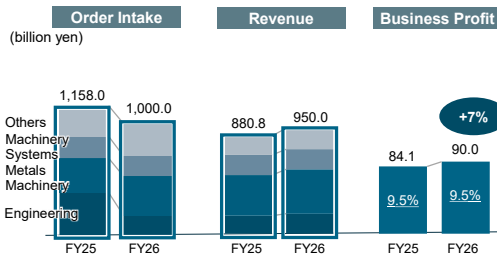


#### FY2026 Forecast Takeaways

- Strong order intake to continue primarily in GTCC despite YoY drop
- Revenue to grow on back of strong order intake in GTCC and Nuclear Power

	Order Intake		Revenue	
	FY25	FY26 Fcst	FY25	FY26 Fcst
GTCC	2,652.6	2,300.0	992.2	1,100.0
Steam Power	413.7	330.0	367.5	330.0
Aero Engines	291.7	260.0	274.1	260.0
Nuclear Power	540.6	450.0	361.1	400.0

### Plants & Infrastructure Systems



#### FY2026 Forecast Takeaways

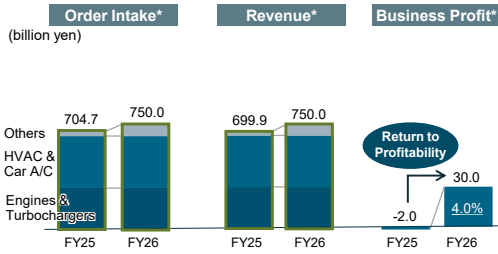
- Order intake to drop YoY in Engineering due to high base effect from large project booked in FY25
- Aiming to steadily execute extensive backlog accumulated over past 3 years primarily in Metals Machinery

	Order Intake		Revenue	
	FY25	FY26 Fcst	FY25	FY26 Fcst
Engineering	381.9	180.0	161.6	180.0
Metals Machinery	307.6	350.0	365.6	400.0
Machinery Systems	195.2	180.0	181.9	180.0

## Earnings Forecast by Segment: Industrial Solutions and Aircraft, Defense & Space



### Industrial Solutions



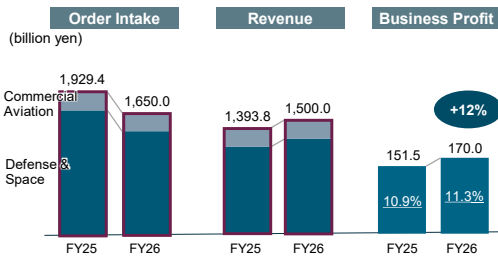
#### FY2026 Forecast Takeaways

- Forecasting increase in Engines and HVAC units sold

	Order Intake		Revenue	
	FY25	FY26 Fcst	FY25	FY26 Fcst
Engines & Turbochargers	285.0	300.0	285.6	300.0
HVAC & Car A/C	361.0	370.0	353.1	370.0

\*FY25 results shown here retroactively adjusted to reflect organizational changes effective April 1, 2026

### Aircraft, Defense & Space



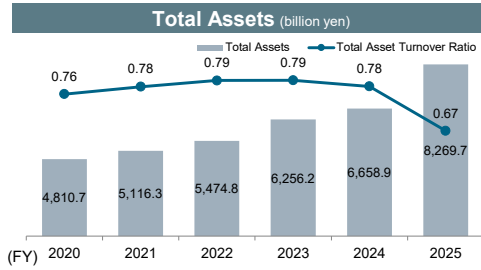
#### FY2026 Forecast Takeaways

- Defense & Space to maintain high order intake despite YoY drop. Revenue expected to increase primarily in Defense Aircraft & Missile Systems

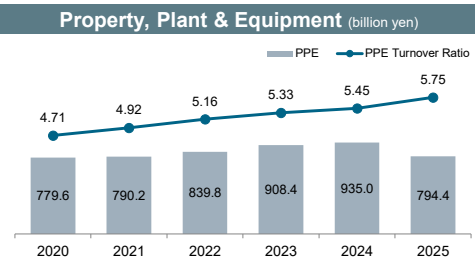
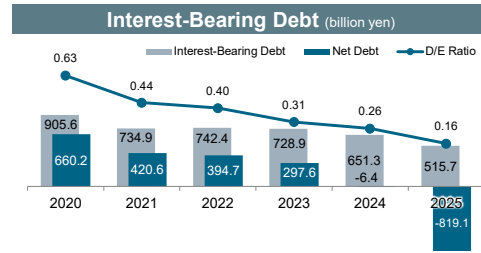
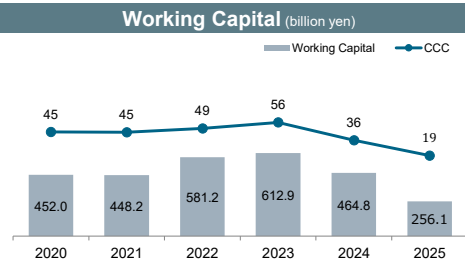
	Order Intake		Revenue	
	FY25	FY26 Fcst	FY25	FY26 Fcst
Defense & Space	1,682.6	1,400.0	1,144.5	1,250.0
Commercial Aviation	246.8	250.0	249.2	250.0

## 4. Appendix

## Appendix: Financial Position (Figures through FY2024 include ML)



Total Asset Turnover Ratio = Revenue / Total assets (average of beginning and end of period)



## Appendix: Reference Data



Order Backlog	(billion yen)	FY24 End	FY25
Energy Systems		4,918.4	6,983.2
Plants & Infrastructure Systems		1,705.3	2,102.8
Logistics, Thermal & Drive Systems		79.3	68.5
Aircraft, Defense & Space		3,514.5	4,063.2
Others, Corporate & Eliminations		18.5	19.8
<b>Total</b>		<b>10,236.2</b>	<b>13,237.6</b>

### Energy Systems After-Sales Services Revenue Ratios (Cumulative)

(billion yen)	FY24	FY25
GTCC	51%	49%
Steam Power	65%	76%
Nuclear Power	77%	71%
<b>Segment Total</b>	<b>62%</b>	<b>63%</b>

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

	FY24	FY25
Americas	11	19
Asia	5	12
EMEA	9	4
Other Regions	-	-
<b>Order Intake Total</b>	<b>25</b> (11 GW)	<b>35</b> (16 GW)
<b>Contract Backlog</b>	<b>48</b> (21 GW)	<b>74</b> (33 GW)
<b>China Licensee Order Intake</b>	<b>7</b>	<b>13</b>

### Commercial Aviation Deliveries (units)

	Q1	Q2	Q3	Q4	Total
<b>777</b>					
<b>FY24</b>	6	6	2	5	19
<b>FY25</b>	6	8	4	5	23
<b>777X</b>					
<b>FY24</b>	3	3	1	0	7
<b>FY25</b>	0	3	5	1	9
<b>787</b>					
<b>FY24</b>	9	12	12	12	45
<b>FY25</b>	18	17	16	22	73

## Appendix: Reference Data



### Results and Forecast For Misc. Items<sup>1</sup>

(billion yen)	FY2024	FY2025	FY2026 Forecast
Operating Cash Flow	530.4	942.6	500.0
Investing Cash Flow	-187.7	-49.1	-200.0
Free Cash Flow	342.7	893.4	300.0
Financing Cash Flow	-114.1	-274.5	-
Interest-Bearing Debt Balance	651.3	515.7	-
D/E Ratio	0.26	0.16	-
R&D Expenses <sup>2</sup>	210.9	289.0	350.0
Depreciation & Amortization	114.9	121.4	120.0
Capital Expenditures <sup>3</sup>	152.8	183.9	210.0
SG&A	584.0	632.8	-

<sup>1</sup> R&D expenses, depreciation & amortization, capital expenditures, and SG&A exclude ML

<sup>2</sup> R&D expenses include R&D contracted to MHI by third parties

<sup>3</sup> Capital expenditures include costs incurred during acquisition of fixed assets related to production preparation services rendered for consideration

### Foreign Exchange Rates (Average Rates Used for Revenue Recognition)

	FY2024	FY2025
U.S. Dollar (JPY/USD)	152.2	150.4
Euro (JPY/EUR)	162.6	173.1

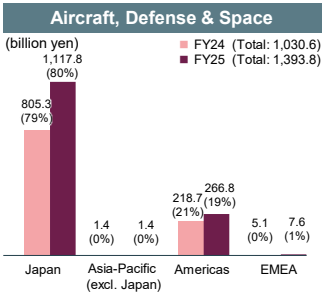
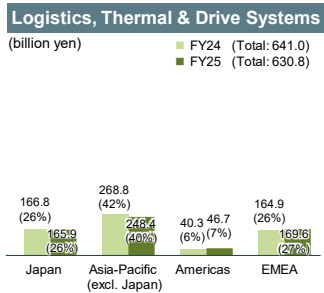
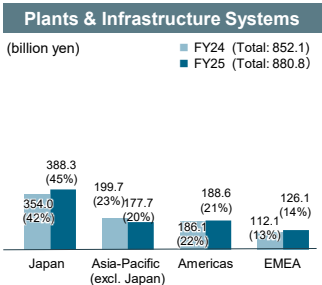
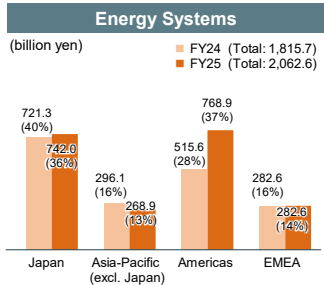
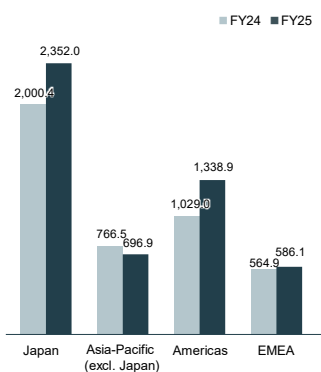
### Foreign Currency Amounts Expected to Affect P/L

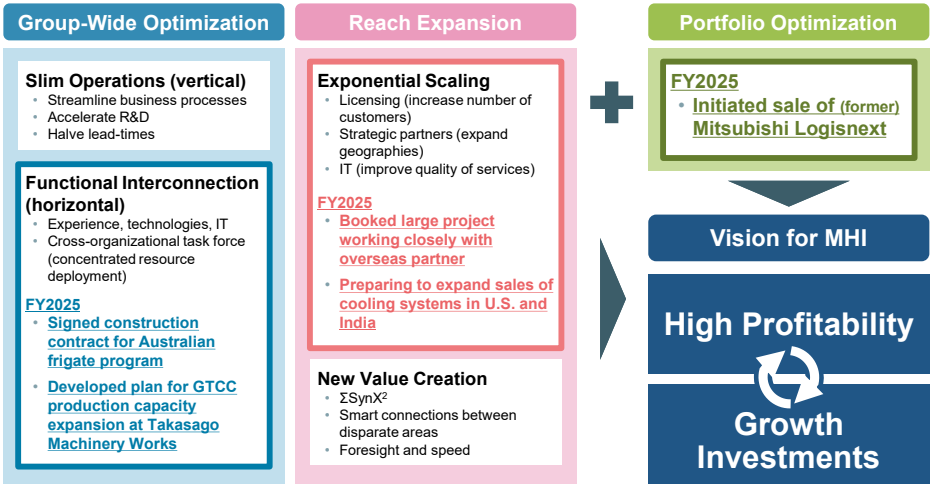
(billion, except where otherwise stated)	USD	EUR
Amounts to Affect Business P/L	4.0	0.8
Amounts to Affect Finance Income/Costs	1.9	0.0
Exchange Rate Assumptions	¥150.0	¥180.0

# Appendix: Revenue by Region



Total		
(billion yen)	FY24	FY25
Japan	2,000.4 (46%)	2,352.0 (47%)
Asia-Pacific (excl. Japan)	766.5 (18%)	696.9 (14%)
Americas	1,029.0 (24%)	1,338.9 (27%)
EMEA	564.9 (13%)	586.1 (12%)
<b>Total</b>	<b>4,361.1</b>	<b>4,974.1</b>



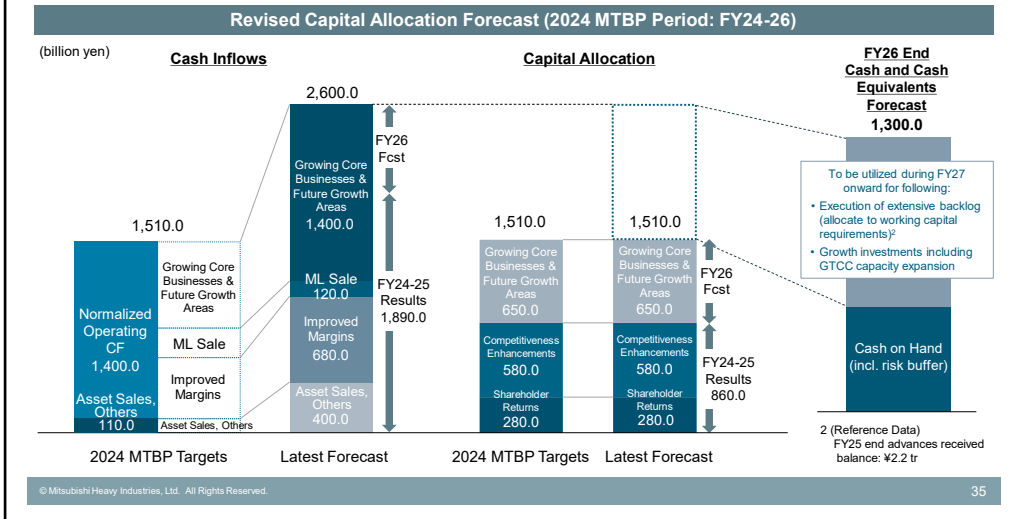


**FY2026 Business Profit Target: ¥540.0 bn**  
(2024 MTBP Target: ¥450.0 bn)

## Appendix: Capital Allocation



- Cash inflows – primarily from growing core businesses – realized ahead of initial 2024 Medium-Term Business Plan (MTBP) expectations, with cash receipts expected to significantly exceed plan
- Capital allocation expected to be generally in line with initial plan. Excess cash inflows to be allocated during FY27 onward to working capital requirements and capacity expansion efforts, including GTCC.



(Continued from page 23.)

This is Hiroshi Nishio, CFO of MHI.

Allow me to provide some additional comments on the progress we have made on our capital allocation plan, as outlined in the 2024 MTBP. Please turn to page 35.

Starting with cash inflows, which are shown on the left side of the page: at the time of our initial 2024 MTBP announcement, we had projected ¥1.51 trillion of inflows over a three-year period. However, actual inflows during FY2024-25 reached ¥1.89 trillion, and we now forecast a total of ¥2.6 trillion through FY2026.

This increase is largely driven by advances received booked in our growing core businesses.

Contrastingly, capital allocation – shown on the right – remains broadly in line with our original plan.

As a result, cash inflows have significantly outpaced capital allocation, temporarily leading to a substantial cash balance. This excess cash is earmarked for deployment from FY2027 onward to support working capital needs for backlog execution, as well as capital expenditures for capacity expansion – including in GTCC – and growth investments.

This concludes my remarks. Thank you for your attention.

(End of summary)

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