ESG Inaugural Report 2025

Environmental | Social | Governance

Message from the CFO

At MHICA, we believe that long-term success is built on more than financial performance. It requires responsibility—to our people, our communities, and our planet. This inaugural ESG report marks the beginning of our formal journey in sustainability, transparency, and accountability.

We also understand that aerospace is both an enabler of global connectivity and a sector with environmental challenges to overcome. By applying innovation and discipline, we are determined to play our role in shaping a more sustainable industry.

As part of Mitsubishi Heavy Industries (MHI), we draw inspiration from a legacy of innovation and stewardship, and we are proud to join industry peers in advancing Environmental, Social, and Governance (ESG) practices. This is our first step in communicating MHICA's ambitions and progress as we embed ESG principles into every aspect of our operations.

Our goal is simple yet ambitious: to ensure that MHICA not only delivers excellence in aerospace manufacturing but also contributes meaningfully to a sustainable future for generations to come.

Sincerely,

Firas Saleh
Chief Financial Officer

Our ESG Pillars

Environmental

- Energy & water efficiency
- Waste & recycling programs
- Sustainable material & AI

Social

- Employee well-being & safety
- Inclusive & diverse culture
- Skills & community investment

Governance

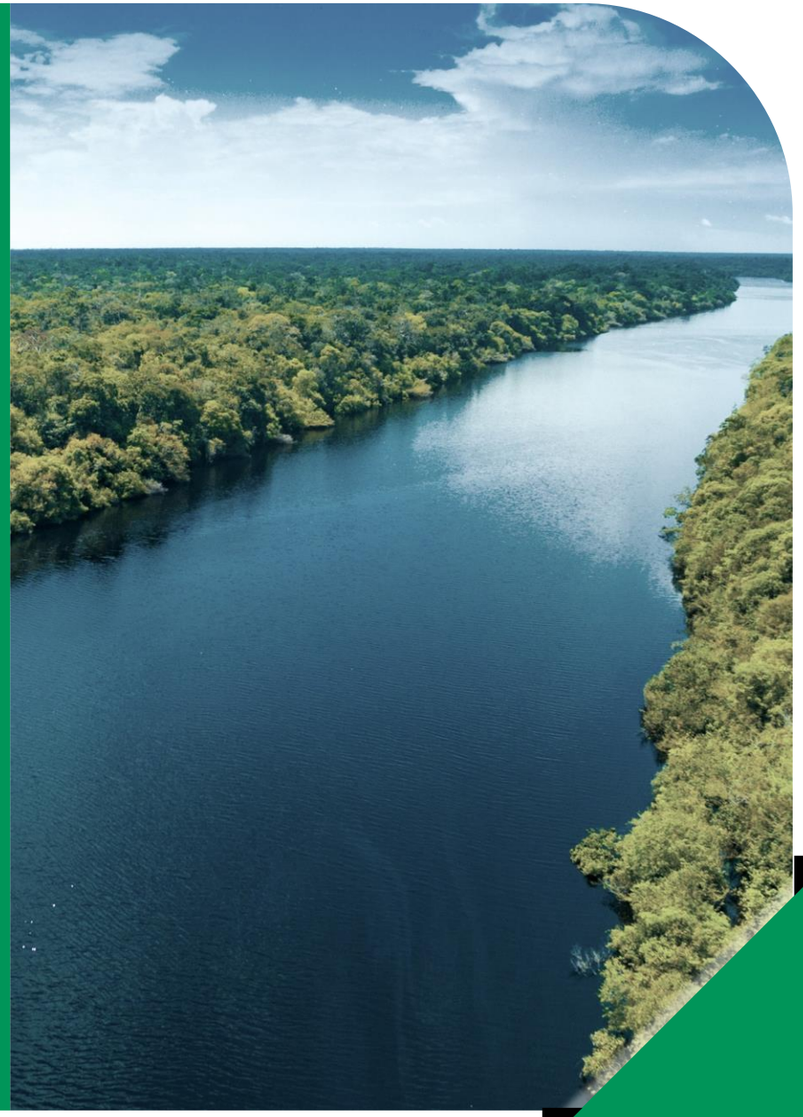
- ESG in decision-making
- Global reporting standards
- Ethical conduct & oversight

Environmental

We recognize the critical role aerospace and advanced manufacturing play in addressing global climate challenges. MHICA is committed to reducing our environmental footprint through energy efficiency, responsible resource use, and alignment with aerospace broader decarbonization initiatives.

Initial Focus Areas:

- Launching energy & water consumption assessment at our facility to identify efficiency opportunities.
- Establishing a baseline for waste management and recycling programs.
- Exploring partnerships with suppliers to introduce sustainable materials and processes.
- Leveraging digital technologies and Artificial Intelligence (AI) to reduce environmental impact—for example, optimizing production processes to lower energy demand, using predictive analytics to minimize material waste, and applying AI-driven simulations to design more efficient components.



Social

Our strength lies in our people. MHICA is committed to creating a safe, inclusive, and inspiring workplace that values diversity, supports employee growth, and builds trust within our communities.

Initial Focus Areas:

- Ensure employee well-being and safety through strong health, safety, and wellness initiatives.
- Foster inclusive & diverse culture by improving employee engagement and ensuring equity in policies, practices, and opportunities.
- Strengthen workforce resilience by investing in skills development, training, and career progression opportunities.
- Deepen community impact by supporting education, partnerships, and programs that contribute positively to our community and inspire the next generation of aerospace professionals.
- Ensure protection of personal data for all employees and customers

Governance

Strong governance is the foundation of responsible business. MHICA is committed to upholding integrity, transparency, and accountability in all decisions.

Initial Focus Areas:

- Embed ESG into corporate governance, ensuring sustainability considerations are integrated into strategic decision-making.
- Advance transparency and accountability by aligning with recognized global reporting frameworks and best practices.
- Promote a culture of integrity and responsibility, ensuring ethical business conduct and strong oversight across our operations and supply chain.
- Strong governance for sustained shareholder value

Looking Ahead...

- This inaugural ESG report represents MHICA's starting point. Over the coming months, we will define measurable targets, track progress, and publish transparent updates.
- Our goal is to reduce our manufacturing footprint, contribute to the decarbonization of aerospace, and create long-term value for employees, customers, and communities.

Sustainability at MHICA is a core part of how we will build a stronger company, a stronger industry, and a stronger future.