

# Who we are: The MHI Group

# Taking on societal challenges through the manufacturing that only the MHI Group can deliver.

The greatest strength of the Mitsubishi Heavy Industries Group lies in the depth of our commitment with society.

Many people aspire to contribute to society through manufacturing. At the Mitsubishi Heavy Industries Group, there are countless opportunities to turn that aspiration into reality, as our business fields extend from the depths of the oceans to the far reaches of space, not only in Japan but on a global scale.

Since our founding in 1884, we have built a legacy of more than 140 years by earnestly addressing society's evolving challenges. This legacy exists because the generations before us have continued to take on challenges, learn, and grow through our company.

Our motto "Challenge and growth" is deeply embedded in the DNA of the Mitsubishi Heavy Industries Group, and it remains a core part of the corporate culture we will continue to value.

I believe the Mitsubishi Heavy Industries Group still holds vast and untapped potential within.

We want to fully unlock that potential and continue taking on challenges on the global stage with individuals who carry the ambition and responsibility to actively shape and support society.

Across the Group, we share three core values in pursuit of our mission: Autonomy, Collaboration, and Challenge. These values guide us to identify issues through our own initiative, act with ownership, collaborate with diverse colleagues, and take on societal challenges through manufacturing.

We look forward to meeting individuals who share our spirit and energy.



President & CEO  
Eisaku Ito

**MOVE THE WORLD FORWARD**

**mitsubishi  
heavy  
industries  
group**

At Mitsubishi Heavy Industries Group,  
we channel big thinking into solutions that move the world forward  
– advancing the lives of everyone who shares our planet.

By bringing people and ideas together as one,  
we continue to pave the way to a future of shared success.

Passionately finding new, simpler and sustainable ways to  
power our cities, improve infrastructure, innovate manufacturing  
and connect people and businesses around the globe  
with ever-increasing speed and efficiency.

This is the power of true harmony.  
This is what moving the world forward is all about.  
This is today's Mitsubishi Heavy Industries Group.

## MISSION

**Building on technologies cultivated over a long history, we integrate cutting-edge expertise to address evolving societal challenges and help realize richer lives for people around the world.**

The mission of the Mitsubishi Heavy Industries Group is "to take on evolving societal challenges and help create richer lives for people by integrating cutting-edge expertise with technologies cultivated over a long history."

To realize this mission, the Mitsubishi Heavy Industries Group supports the growth and career development of all the employees, fostering an environment where everyone can learn and continue to grow.

## VALUES that drive our MISSION

### Autonomy

Each individual recognizes their role, approaches work with a sense of ownership, thinks independently, and carries out their responsibilities as a professional.

We proactively identify challenges and think through the actions needed to resolve them.

### Collaboration

We work together with a future-oriented mindset to further develop the technologies cultivated over our long history and contribute to society.

By respecting one another and elevating each other's strengths, we deliver results as a team.

### Challenge

Unbound by precedent, we pursue what truly matters and continue to challenge ourselves without giving up until the very end.

By proactively engaging our surroundings, we create opportunities and continue to grow.

# MHI in Numbers

Founded

1884

Global Locations

Approx. 300 sites

As of March 31, 2025

Group Employees

78,861

As of September 22, 2025

Orders Received

7,653.6 billion yen

In 2025

Revenue

4,974.1 billion yen

In 2025

Business Profit

432.2 billion yen

In 2025

Patents Held

25,649

In 2024

Capital Expenditures

210.0 billion yen

In 2025

R&D Expenditures

218.6 billion yen

As of March 31, 2025

Delivery Record Worldwide

60<sup>+</sup> countries

# Our History



**1870**

Founding of "Tsukumo Shokai", the origin of Mitsubishi



**1884**

Founded the MHI



**1887**

Construction of "Yugao-maru", Japan's first iron steamship



**1918**

Production of the Mitsubishi Model A passenger car



**1968**

Completion of Japan's first produced 500-MW-class supercritical-pressure boiler (Chubu Electric Power Chita Unit No. 3, 1,700 t/h)



**1986**

Successful launch of the first H-I rocket



**1989**

Delivery of "Shinkai 6500," the world's deepest-diving research submersible



**1990**

Completion of "Crystal Harmony," Japan's largest luxury cruise ship



**2016**

Completion of one of the world's largest CO<sub>2</sub> capture plants (for enhanced oil recovery) in the United States



**2019**

Start of operations of "the Doha Metro" in Qatar, a fully automated, driverless urban railway system



**2020**

Mitsubishi Heavy Industries and Bombardier Inc. reach agreement on the closing date of the CRJ Program transfer



**2023**

"Takasago Hydrogen Park" begins full-scale operation, enabling integrated demonstration from hydrogen production to power generation for the first time in the world

# Our Vision for Society



**MISSION  
NET ZERO**



**A safe, secure,  
and comfortable society**

Mitsubishi Heavy Industries aims to build the society we envision by addressing a wide range of challenges through solutions tailored to the needs of each region and customer. Starting from manufacturing, we also expand our scope across both upstream and downstream segments of the value chain, serving as a hub for ecosystems that drive societal transformation.

Specifically, we promote "the Energy Transition" to achieve decarbonization on the energy supply side, as well as "the smartification of social infrastructure" to realize decarbonization, energy efficiency, and labor savings on the energy demand side. From both sides, we advance the decarbonization, electrification, and smart transformation of our existing businesses. Through these initiatives, we aim to achieve Net Zero by 2040 and contribute to the realization of a carbon-neutral society.

# Our Business

Four major business domains addressing societal challenges

## Energy Systems

Create sustainable energy that supports our society

The MHI Group is a leading supplier of power generation systems, delivering economical, reliable, and clean energy to communities around the world.

## Plants & Infrastructure Systems

Support the realization of a carbon-neutral society and the transformation of society and industry through DX.

The MHI Group responds to diverse societal needs through a wide range of businesses, and contributes to sustainable development through initiatives such as green steel, clean fuels, and CO<sub>2</sub> capture technologies.

## Industrial Solution Systems

Enhance daily life by solving challenges in logistics and social infrastructure

The MHI Group contributes to the transition toward a decarbonized society, supporting social progress through energy-efficient products, hydrogen engines and so on.

## Integrated Defense & Space Systems, Commercial Aviation Systems

Strengthen national and social foundations to protect people's safety and security.

The MHI Group supports safety and security through its civil aviation, defense, and space businesses by strengthening social foundations with technologies such as the rocket "H3" and advanced aerospace engineering.

# Energy Systems

## Products that generate energy and environmental solutions

In the energy domain, we provide high-quality, well-balanced energy infrastructure through power generation systems such as thermal power plants, which deliver high efficiency while helping reduce environmental impact.

We also offer a wide range of products, including integrated exhaust treatment systems that significantly reduce air pollutant emissions, cutting-edge aircraft engines with improved fuel efficiency and lower noise levels, and compressors that hold a leading global market share in the petrochemical sector.

In the nuclear energy segment, we are engaged in the design, manufacturing, construction, and maintenance of nuclear power plants, as well as the operation and development of nuclear fusion reactors, contributing to a low carbon society.

As global society increasingly calls for decarbonization, we aim to help build a sustainable future by addressing the diverse needs of different regions and industries.

Sales 2,062.6 billion yen

Firms 103



Gas Turbines



Aircraft Engines



Marine Machinery



Compressors



Nuclear Energy



# Energy Systems

In Thailand, the 10th and final unit of the ultra-large GTCC power plant series has commenced operation.



Completed construction of ten state-of-the-art JAC Series gas turbines with a total output of 6.7 GW, all delivered on schedule.

As of April 2025, the turbines have exceeded 140,000 operating hours, demonstrating exceptional reliability.

Phase 2 building of the “MHIAEL Nagasaki Plant,” which manufactures aircraft engine combustors, has been completed.



To meet strong demand for short- and medium-range commercial aircraft engines, the plant was expanded to approximately twice its original size.

It aims to achieve fully integrated combustor production and increase output to around 1,500 units per year. New production lines will launch in phases, with full operation targeted for 2026.

A prototype of the divertor outer vertical target for the ITER fusion experimental reactor has been completed.



Completed the outer vertical target prototype, a key component of the ITER experimental fusion reactor. Using the technologies developed during the prototype's manufacture, we will proceed with production units and contribute to the advancement of the ITER Project.

# Plants & Infrastructure Systems

## Creating a prosperous society where people can live with peace of mind

Our Plant and Infrastructure domain addresses global societal challenges through reliable products, advanced technologies, and engineering excellence.

In this domain, we are strengthening profitability in iron and steel machinery and mechanical systems, pursuing strategic repositioning in commercial ships, and transforming the business models of engineering and environmental systems. These initiatives are aligned with the market environment and the specific characteristics of each segment.

Across the domain, we are expanding business opportunities by serving as a solutions provider of environmentally responsible technologies that contribute to a decarbonized society. We also promote cross-functional use of technologies and greater mobility of talent.

Additionally, we are enhancing digital transformation through close collaboration with our advanced technology divisions, further strengthen the competitiveness and performance of each business.

Sales **880.8 billion yen**

Firms **105**



AGT (Automated Guideway Transit) Systems



Waste-to-Energy Plants



Large Electric Furnace (EAF Ultimate)



LNG Carrier (Sunflower Kurenai)

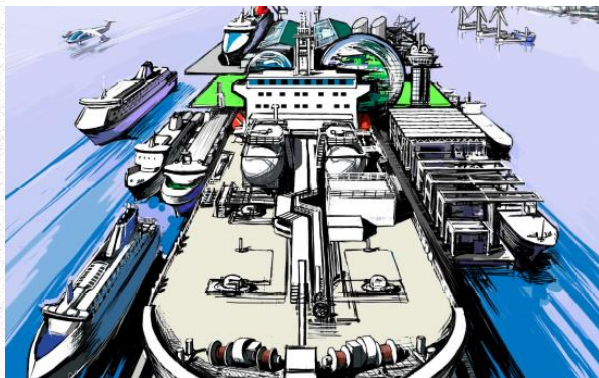


ERP (Electronic Road Pricing) System



# Plants & Infrastructure Systems

Mitsubishi Shipbuilding updated its “Marine Future Stream” vision.



Reflecting the latest social and technological trends, Mitsubishi Shipbuilding is advancing its shipbuilding and engineering capabilities to accelerate the realization of a safe, secure, and decarbonized maritime society.

TuasOne Waste-to-Energy Plant provides waste incineration services in Singapore under a 25-year contract until 2046



MHI Group has one of the industry's most extensive track records in delivering Waste-to-Energy (WTE) plants across Asia. TuasOne Waste-to-Energy Plant is one of the world's largest WTE plants successfully operating under a Public-Private Partnership (PPP) scheme, and is Singapore's most landefficient WTE plant. MHI Group aims to leverage this experience to expand into overseas markets.

Construction begins on a Hydrogen-Based Ironmaking Plant in Linz, Austria.

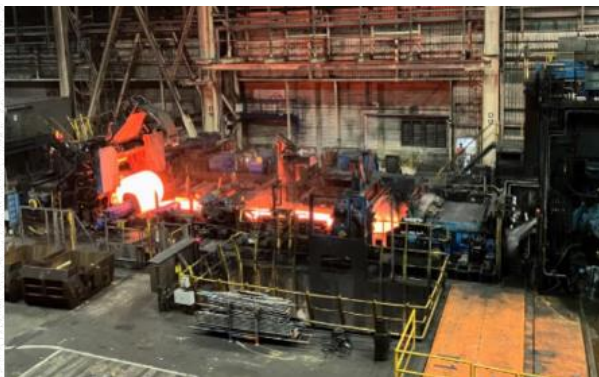


Construction has begun on an industrial-scale hydrogen-based ironmaking plant in Linz, Austria, aiming to achieve net zero CO2 emissions.

The plant will use HYFOR® fine-ore reduction and Smelter solutions developed by Primetals Technologies to produce hot briquetted iron (HBI), molten iron, and pig iron.

# Plants & Infrastructure Systems

The hot rolling line at ArcelorMittal Eisenhüttenstadt produced its first coil.



The hot rolling line at ArcelorMittal Eisenhüttenstadt produced its first coil following an upgrade of the basic automation system by Primetals Technologies. The phased work was completed during scheduled maintenance without interrupting production.

“Prismo,” a new brand of next-generation transit systems with environmental benefits, has been launched.



Its energy management system enables about 10 percent energy savings through regenerative braking. Catenary-free operation and a center guideway design reduce infrastructure costs. Manufacturing at the Mihara plant cuts CO2 emissions by over 40 percent compared to conventional systems.

The “EVOL” case maker enables high-speed, high-volume cardboard box production to meet global logistics needs.



It achieves the world's fastest production speed of 800 sheets per minute, doubling conventional capacity. Japan's first single-belt conveying system prevents print misalignment even at high speeds and with short sheets, ensuring consistently high-quality printing.

# Industrial Solution Systems

## A diverse portfolio of products shaping a new society

The Industrial Solution Systems support everyday comfort and convenience, as well as mechanical systems that deliver a wide range of technologies and products across virtually every area of social infrastructure.

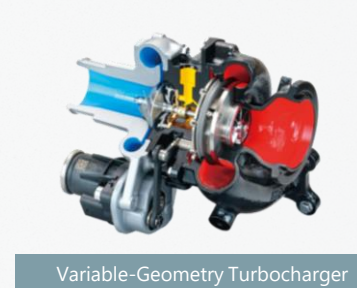
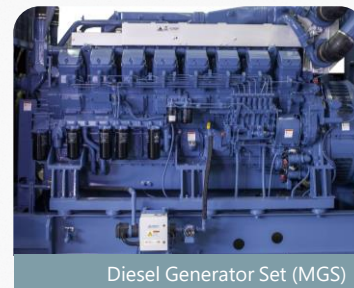
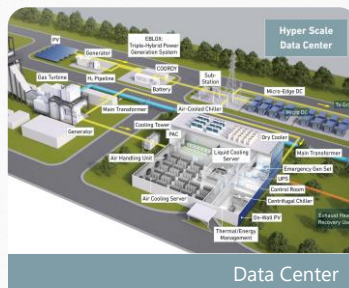
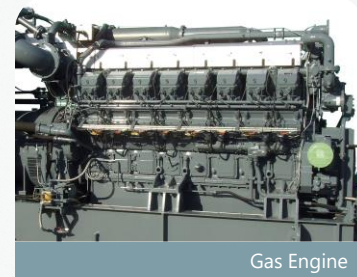
Backed by advanced technologies and extensive experience, this domain connects people with one another and with society around the world. It supports enriched living and social development while helping to build the foundations of the next generation.

By actively promoting distributed power generation systems integrated with renewable energy, and responding to the growing diversification of automotive powertrains driven by increasingly stringent global environmental regulations, this domain continues to attract attention.

With world-class technologies such as turbochargers, it plays a vital role in advancing environmental sustainability.

Sales **630.8 billion yen**

Firms **48**



# Industrial Solution Systems

Mitsubishi Heavy Industries thermal systems receives the “A’ Design Award 2025”.



The KXZ3 commercial multi-split air conditioner and the RC-ES1 remote control received the prestigious “A’ Design Award 2025” in Italy.

The KXZ3 earned the Platinum Award (top 1% of entries), and the RC-ES1 received the Gold Award (top 3%), marking significant international recognition for their design excellence.

Establish a new base in the U.S. to drive the data center business.



To strengthen collaboration with leaders in the U.S. data center market, MHI has established a new strategic base in Dallas, Texas.

The data center business, a key growth area, leverages MHI’s infrastructure expertise to deliver integrated one-stop solutions combining power, cooling, and digital capabilities.

MHIET achieves rated output with 6-cylinder, 500kw-class hydrogen engine generator set.



At its in-house demonstration facility, MHI Engine & Turbocharger (MHIET) successfully achieved stable operation, from startup to rated output and shutdown, using 100% hydrogen fuel.

Ongoing evaluations of safety and reliability are accelerating the path toward commercialization.

# Integrated Defense & Space Systems and Commercial Aviation Systems

## Ensuring safety and security across land, sea, air, and space

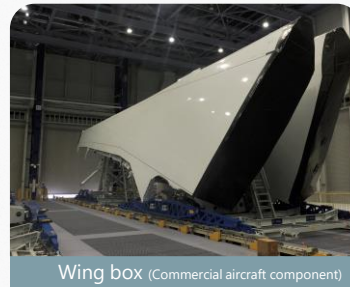
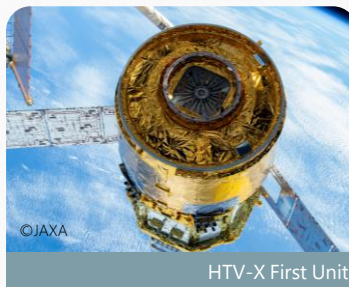
Working in the commercial aviation, integrated defense, and space systems offers a unique sense of achievement and responsibility, as it contributes to public safety through projects of national importance.

In the civil aviation field, particularly within the structural Tier-1 business, the efforts are underway to participate in new programs by advancing the digitalization of design, manufacturing, and certification processes. These efforts are supported by R&D in advanced composite materials and automation technologies that enable high-rate production.

In the space field, the successful insertion of a practical satellite into a stable orbit by the H3 Rocket No. 3 marked our first launch achievement and it represents a major step toward full-scale operational use.

Sales 1,393.8 billion yen

Firms 26



# Integrated Defense & Space Systems and Commercial Aviation Systems

## Transition of Japan's Large Core Rocket From H-IIA to H3



The final H-IIA rocket (F50), carrying the “IBUKI-GW” satellite, was successfully launched. With the retirement of the H-IIA, Japan's large core rocket program has transitioned to the H3.

Since February 2024, four consecutive H3 launches have been successfully completed.

## Received "Agility Award" by Airbus SE



In recognition of its swift fulfillment of the A321 Over Wing Emergency Exit Door contract, MHI received the 2024 Agility Award at Airbus's Global Supplier Conference in Toulouse, France.

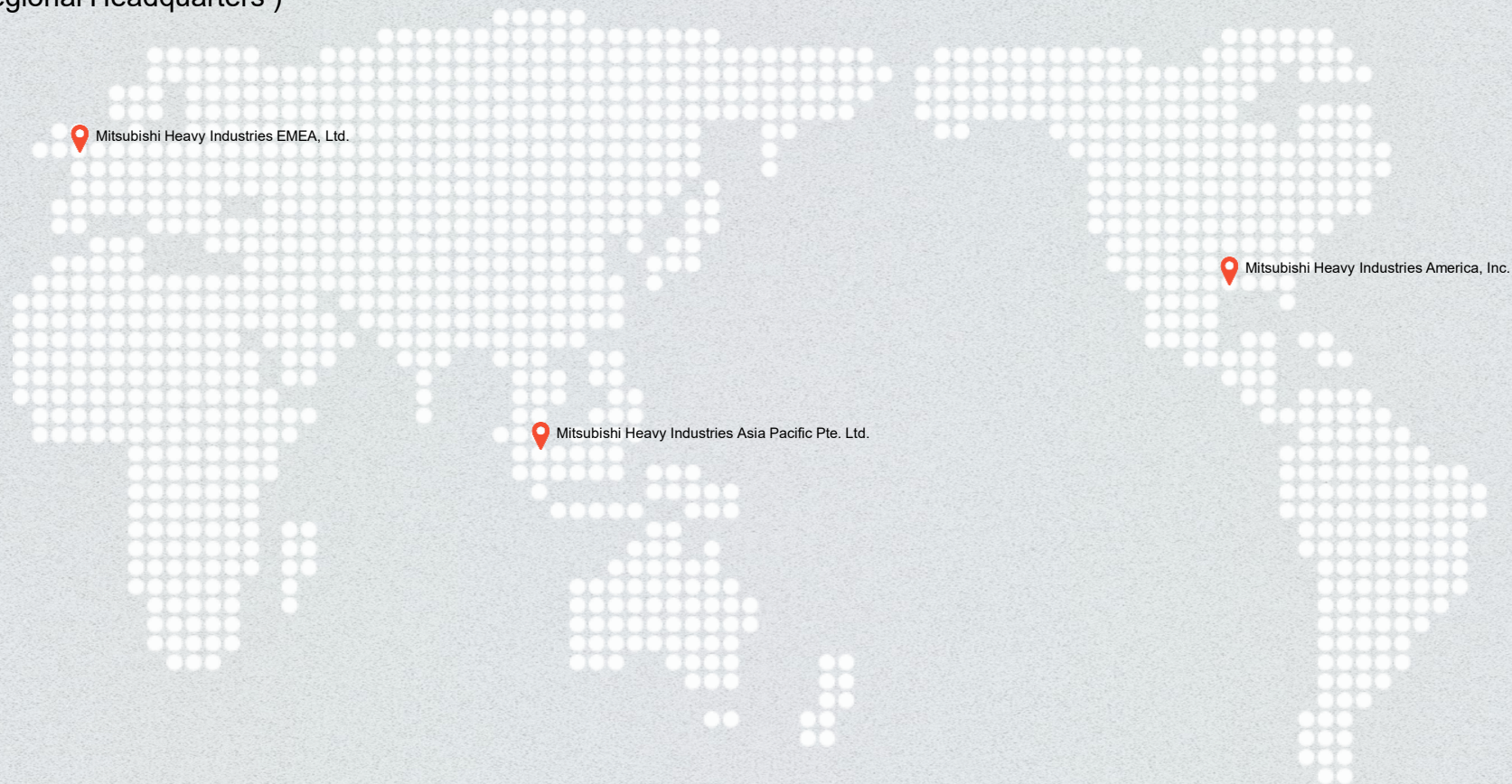
## First Unit Shipment of the 777-8F



As a Tier-1 supplier for Boeing, MHI manufactures the aft fuselage of the 777X, the world's largest twin-engine aircraft. On October 2, 2025, MHI held a shipment ceremony for the first 777-8F freighter aft fuselage at its Hiroshima Works Eba Plant, with 24 executives and representatives from Boeing joining the event.

# GLOBAL NETWORK

( Regional Headquarters )



# GLOBAL NETWORK

( Energy Systems )



# GLOBAL NETWORK

( Plants & Infrastructure Systems )



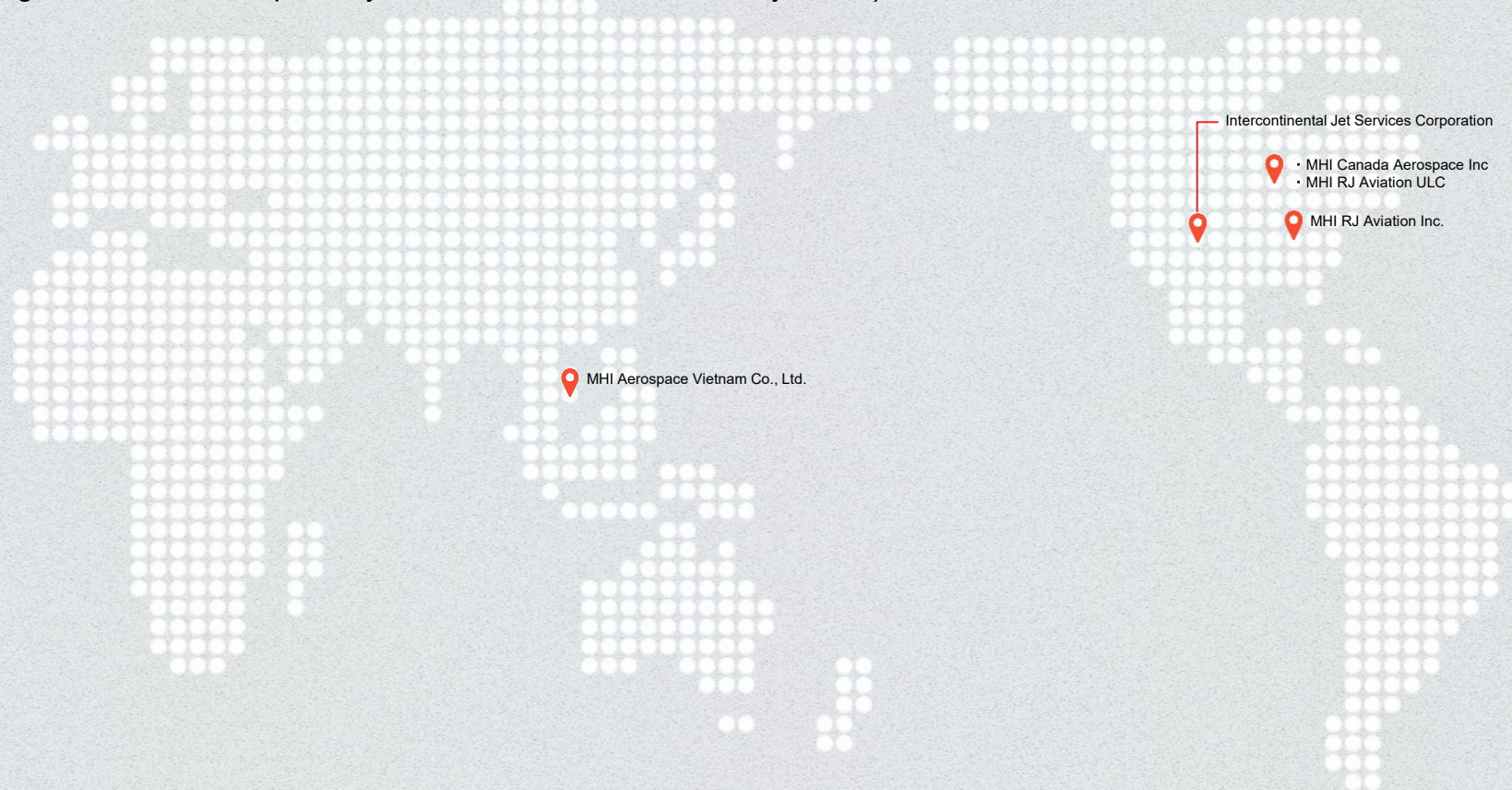
# GLOBAL NETWORK

( Industrial Solution Systems )



# GLOBAL NETWORK

( Integrated Defense & Space Systems, Commercial Aviation Systems )



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