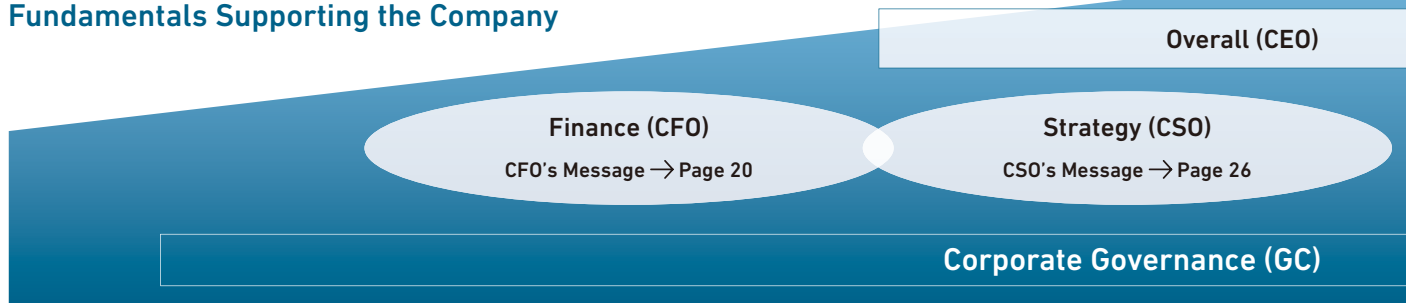


LONG-TERM VISION: MHI FUTURE STREAM

Over the years, MHI Group has utilized its business to meet market needs for low carbon, energy conservation, and safety. However, the business environment is changing rapidly, as demonstrated by the shift from low-carbon energy to carbon-free energy and revolutionary advances in digitalization technology, such as AI and the IoT. Amid these conditions, we will need to solve complex and difficult social issues of the present and the near future. In the future that lies beyond, we will



Fundamentals Supporting the Company



continue to ceaselessly reform and make ongoing contributions in line with society's developments. In this manner, we will continue striving to be the entity that humankind and society wishes to exist.

To realize the objectives of this Long-Term Vision, we will strategically and organically leverage our management resources, including our technological, human, and financial (capital) resources.



Society where all human beings can live with peace of mind

Take on challenges of the distant future

Carbon-free

Social infrastructure innovation

Co-existence, co-prosperity

Heat/electrical storage, conversion
Nuclear fusion reactors

Future mobility and logistics

National security systems
Space development

- ▶ **Mega Scan** Exploring all realms of opportunity
Finding business opportunities in the uncertain trends of the future
- ▶ **Shift the Path** Converting existing businesses
Responding to emergent trends
Mulling ways to convert current businesses
- ▶ **Technology Scouting** Exploring for innovative technologies
Reflecting technological trend analysis in Mega Scan and Shift the Path

A new set of initiatives under the 2018 Business Plan focused on MHI's future

MHI FUTURE STREAM

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Technology (CTO)

Technology Strategy → Page 28

Human Resources
(Standing Executive in charge of HR)

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