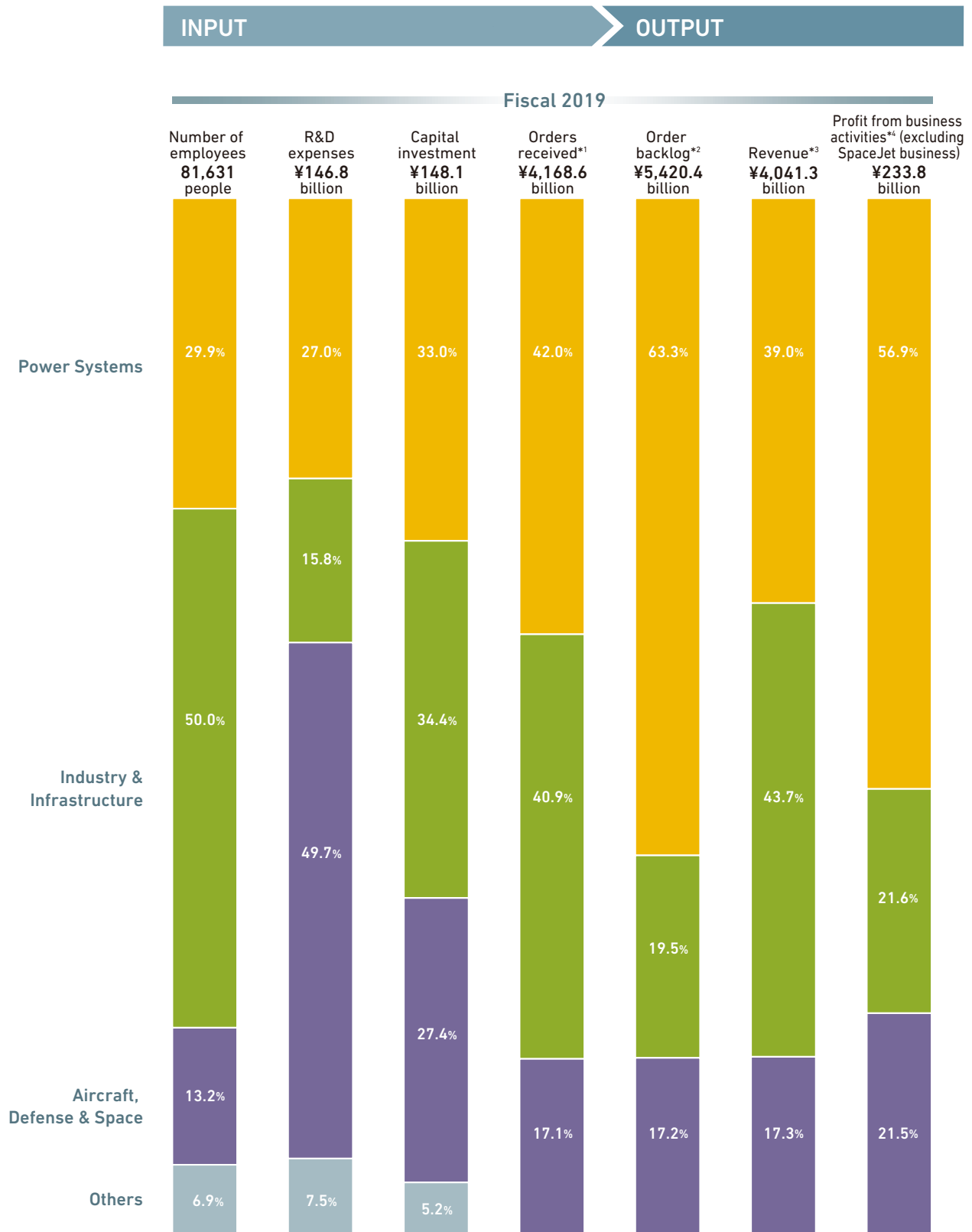


Business Strategies

Business Segment Highlights

[Former Reporting Segments]



*1 Others, eliminations or corporate ¥-46.4 billion *2 Others ¥0.6 billion *3 Others, eliminations or corporate ¥-31.9 billion

*4 Others, eliminations or corporate ¥-20.0 billion. Not including ¥-263.3 billion in SpaceJet investments

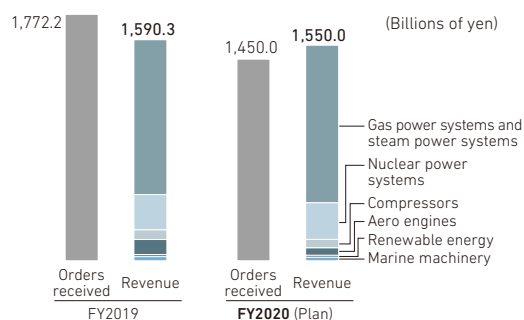
[New Reporting Segments] For information on realignment of reporting segments, please see "Domain Reorganization" on page 15.

Energy Systems



Main Businesses

- Gas power systems and steam power systems
- Nuclear power systems
- Wind power generators
- Compressors
- Aero engines
- Environmental plants
- Marine machinery

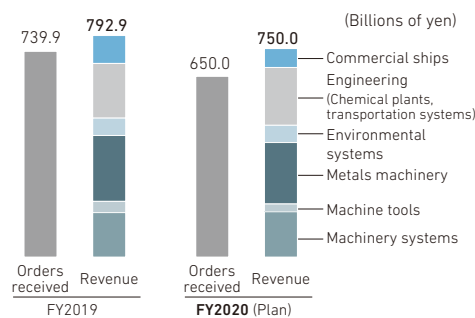


Plants & Infrastructure Systems



Main Businesses

- Commercial ships
- Transportation systems
- Chemical plants
- Environmental systems
- Metals machinery
- Machine tools
- Machinery systems

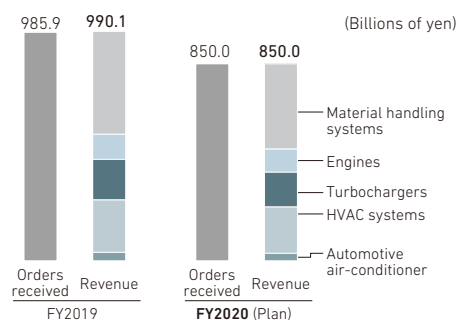


Logistics, Thermal & Drive Systems



Main Businesses

- Material handling systems
- Engines
- Turbochargers
- HVAC systems
- Automotive air-conditioner

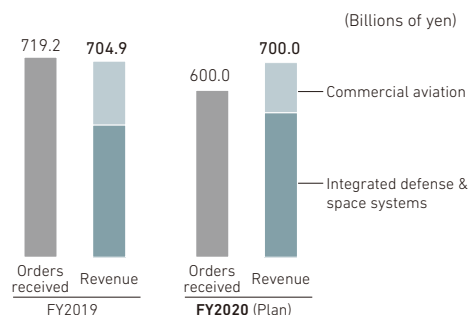


Aircraft, Defense & Space



Main Businesses

- Commercial aircraft
- Defense aircraft
- Missile systems
- Naval ships
- Special vehicles (tanks)
- Maritime systems (torpedoes)
- Space systems



Business strategies:

Energy Systems



Takasago plant, combined cycle demonstration power plant, No. 2 power generation facility

Current Status Assessment

S Strengths	Clean Gas and Steam Power	<ul style="list-style-type: none"> Systems offering world's highest levels of thermal efficiency and output Highly reliable gas turbines achieved with the world's only combined cycle power plant validation facility that realizes long-term verification from development through design, manufacture, and demonstration Wide ranging product lineup for a full range of output levels, from small and medium to large-sized Cutting-edge low-carbon and eco-friendly technologies (highly efficient GTCC, IGCC, highly efficient USC,*1 CCS/CCUS,*2 AQCS,*3 SOFC, geothermal, biomass-fired, hydrogen/ammonia-fired) and integration capabilities
	Nuclear Power Systems	<ul style="list-style-type: none"> World's only comprehensive nuclear power plant manufacturer capable of providing one-stop service from development, through design, manufacture, construction, and maintenance Covers not only light-water reactors, but the full range of the nuclear fuel cycle including reprocessing facilities, fast reactors, etc. World-highest level safety technologies and product quality, and ample track record as the leading company in domestic nuclear power
	Renewable Energy	<ul style="list-style-type: none"> Extensive track record in offshore wind turbines (No. 2 global market share in MVOW*4)
	Compressors	<ul style="list-style-type: none"> Established track record in the field of petrochemical plants
	Aero Engines	<ul style="list-style-type: none"> Technological acumen in the field of combustors and low-pressure turbines Strong partnership with engine manufacturers Synergy between Mitsubishi Heavy Industries Aero Engines' technologies and Mitsubishi Power's*5 gas turbine technologies
Marine Machinery	<ul style="list-style-type: none"> High market share in turbocharger business for two-stroke marine engine segment. Providing solution technology for energy saving and compliance to strengthened environmental regulations Wide-ranging customer network, both domestic and international 	
<p>*1 Ultra super critical *2 Carbon capture and storage/carbon capture utilization and storage *3 Air quality control systems *4 MVOW: MHI Vestas Offshore Wind *5 Mitsubishi Hitachi Power Systems Ltd.'s company name was changed to Mitsubishi Power Ltd. in September 2020</p>		
W Weaknesses	Clean Gas and Steam Power	<ul style="list-style-type: none"> Imbalanced regional coverage at the global level
	Nuclear Power Systems	<ul style="list-style-type: none"> Little experience in global business
	Renewable Energy	<ul style="list-style-type: none"> Absence of large-scale 12MW-range offshore turbines (competitors have announced launch of 12MW-14MW-range units)
	Compressors	<ul style="list-style-type: none"> Low market share in the oil & gas market
	Aero Engines	<ul style="list-style-type: none"> Limited degree of participation in engine development programs
	Marine Machinery	<ul style="list-style-type: none"> Limited scale of business and product portfolio
O Opportunities	Clean Gas and Steam Power	<ul style="list-style-type: none"> Growing need for high-efficiency, green energy due to strengthened environmental regulations Need for load fluctuation adjustments in accordance with the expansion of renewable energy Need for high-efficiency conversion of existing power plants
	Nuclear Power Systems	<ul style="list-style-type: none"> Growing need for carbon-free, large-scale stable power sources and greater energy self-sufficiency (new and replacement facilities) Rising need for effective use of existing nuclear power plants (more plants being restarted, achievement of 60 years in operation)
	Renewable Energy	<ul style="list-style-type: none"> Expanding offshore wind turbine market (Europe, North America, Japan, Taiwan, etc.)
	Compressors	<ul style="list-style-type: none"> Integration with Mitsubishi Group products, such as Mitsubishi Power's*5 gas turbines
	Aero Engines	<ul style="list-style-type: none"> Sustained growth in the aircraft market
	Marine Machinery	<ul style="list-style-type: none"> Strengthened environmental regulations aiming to CO₂ reduction and GHG zero emission
T Threats	Clean Gas and Steam Power	<ul style="list-style-type: none"> Further escalation of competition with international competitors Uncertainty of future energy portfolio
	Nuclear Power Systems	<ul style="list-style-type: none"> Escalating competition with other power sources
	Renewable Energy	<ul style="list-style-type: none"> Increased pressure to lower prices of offshore wind turbines (escalating competition)
	Compressors	<ul style="list-style-type: none"> Escalating competition, rise of Chinese manufacturers
	Aero Engines	<ul style="list-style-type: none"> Plunge in air travel demand due to COVID-19 Aircraft component business changing due to technological innovation
	Marine Machinery	<ul style="list-style-type: none"> Less business opportunity due to unfavorable domestic shipbuilding market conditions

Aiming to contribute to Sustainable Development Goals (SDGs) through business operations



Overview of FY2019 and Status of Undertakings in Areas of Focus

Consolidated orders received came to ¥1,772.1 billion, up year on year, thanks notably to continuous orders for hydrogen-mixed combustion and other new GTCC*⁶ generation facilities in the North American market. Revenue was also up year on year to ¥1,590.2 billion, thanks largely to growth in aircraft engines and compressors. Profit from business activities came to ¥144.3 billion, up year on year, as although there were negative factors such as higher local construction costs, the company recorded profit associated with the out-of-court settlement with Hitachi, Inc. over contention regarding a boiler construction project in South Africa.

MHI Group will promote structural transition in Energy Businesses and propose optimal energy solutions. In clean gas and steam power businesses, we installed a long-term demonstration facility at our Takasago Plant for next-generation 1,650 °C-grade

high-efficiency JAC gas turbines, and commenced operations. We also obtained orders from the U.S. for a primarily hydrogen fired GTCC generation facility. The project plans to commence operation with a 30% hydrogen mixture in 2025 and reach 100% hydrogen by 2045. In the nuclear power business, we are supporting the restarting of light-water reactors, installation of severe accident management facilities, and attainment of the nuclear fuel cycle (reprocessing, fast reactors). Furthermore, we are also pursuing an international project to promote the use of nuclear fusion energy, in which we completed the world's first largest-ever superconducting coils*⁷. In offshore wind power, MHI Vestas Offshore Wind (MVOW), our joint venture with Denmark's Vestas, obtained orders for projects in Asia-Pacific and Japan.

*⁶ GTCC: Gas turbine combined cycle

*⁷ Completion ceremony held on January 30, 2020

Business Initiatives

Clean Gas and Steam Power	<ul style="list-style-type: none"> Utilize and make further advances in hydrogen-fired gas turbines and other green power products to achieve a decarbonized society Offer solutions utilizing the latest digital and software technologies Expand business domains by collaborating with MHI Group technologies and resources Optimize operations and resources in line with structural transition in energy business
Nuclear Power Systems	<ul style="list-style-type: none"> Provide support for the restart of domestic light-water reactor plants and the installation of severe accident management facilities, and strengthen service operations to contribute to stable supply and higher economic efficiency after restarting Support the completion of nuclear fuel reprocessing facilities, support maintenance work after completion, and achieve the nuclear fuel cycle domestically in Japan Decommission light-water reactor plants, and provide support for TEPCO's Fukushima Daiichi nuclear power plant Achieve the world's highest levels of reactor safety, and develop future reactors (fast reactors, small-modular reactors, high temperature gas cooled reactors)
Renewable Energy	<ul style="list-style-type: none"> Strategically advance into the U.S. and Asia regions in addition to the European market, and strengthen mass production to meet the needs of a growing market for offshore wind power
Compressors	<ul style="list-style-type: none"> Expand sales of compressor trains to the oil & gas market, such as LNG compressor packages combining Mitsubishi Power's*⁵ gas turbines Expand after sales service business
Aero Engines	<ul style="list-style-type: none"> Use production cutbacks and other measures to respond to the plunge in air travel demand caused by COVID-19, and assemble a configuration for eventual revival in demand market regrowth Expand MRO*⁸ business Bring the Nagasaki plant on stream
Marine Machinery	<ul style="list-style-type: none"> Participate in global R&D partnerships together with the other major players in the maritime industry to accelerate the development of technology toward GHG zero emission Expand MET turbocharger business (expand and maintain market share in the two-stroke engine market as a stable business and accelerate to penetrate in the four-stroke engine market for further business expansion)

*⁸ MRO: Maintenance, Repair and Overhaul

Business strategies:

Plants & Infrastructure Systems



World's largest post-combustion CO₂ capture project (Houston, Texas, USA)

Current Status Assessment

S Strengths	Expertise cultivated in a wide range of product fields and effective utilization of resources within the domain	
	Commercial Ships	<ul style="list-style-type: none"> Unparalleled environmental and energy-saving technologies
	Engineering group* ¹	<ul style="list-style-type: none"> Engineering capabilities that create added value through the integration of technologies
	Transportation Systems	<ul style="list-style-type: none"> Advanced system integration capabilities in urban transport and extensive experience with APM*²
	Chemical Plants	<ul style="list-style-type: none"> Advanced EPC*³ management capabilities based on extensive plant experience
	CO ₂ Capture Plants	<ul style="list-style-type: none"> Reliable and economically feasible carbon capture technology, supported by commercial records around the world
	Metals Machinery	<ul style="list-style-type: none"> Full product lineup and global presence
	Machine Tools	<ul style="list-style-type: none"> Gear manufacturing systems boasting top market share in Japan (Full product lineup including tools)
Machinery Systems	<ul style="list-style-type: none"> Broad scope of business fields and wide-ranging mechatronics technical capabilities 	
*1 Engineering group: Engineering, Environmental Systems *2 APM: Automated People Mover (fully automated, driverless vehicles)		
*3 EPC: Engineering, Procurement, and Construction		
W Weaknesses	Commercial Ships	<ul style="list-style-type: none"> Relatively weak cost competitiveness on repeated construction of ships with the same specifications
	Engineering group	<ul style="list-style-type: none"> Volatility in orders received and profit
	Metals Machinery	<ul style="list-style-type: none"> Major market volatility
	Machine Tools	<ul style="list-style-type: none"> Cost competitiveness due to build-to-order manufacturing structure
	Machinery Systems	<ul style="list-style-type: none"> Predominantly mature businesses, largely in Japan
O Opportunities	Commercial Ships	<ul style="list-style-type: none"> Low-carbon and carbon-free in maritime transport Use of digital technologies to make ships safer and more efficient
	Engineering group	<ul style="list-style-type: none"> Increase in customer needs through the entire plant lifecycle of the EPC business
	Transportation Systems and Environmental Systems	<ul style="list-style-type: none"> Rising global awareness of environmental issues Market growth in emerging countries due to economic development and urbanization
	Metals Machinery	<ul style="list-style-type: none"> Increasing demand for energy savings and low-environmental-impact products, expanding demand for high-value-added products such as advanced high strength steel
	Machine Tools	<ul style="list-style-type: none"> Advances in technological innovation, such as Industry 4.0 and 5G mobile communications
	Machinery Systems	<ul style="list-style-type: none"> Extension of new fields of businesses (that require wide-ranging technologies) to meet the social needs of electrification and intelligent systems (IoT, AI, CASE)
T Threats	Rise of manufacturers in emerging countries and uncertainty in the global economy	
	Commercial Ships	<ul style="list-style-type: none"> Increasingly severe competition as the gap between supply and demand for new ships persists, reorganization of South Korean and Chinese shipbuilding industries
	Engineering group	<ul style="list-style-type: none"> Rise of new players due to the arrival of alternative technologies Geopolitical risks
	Metals Machinery	<ul style="list-style-type: none"> Intensifying competition with overseas competitors
	Machine Tools	<ul style="list-style-type: none"> Rise of manufacturers in emerging countries (China, South Korea, Taiwan)
	Machinery Systems	<ul style="list-style-type: none"> Shrinking domestic market for existing businesses and intensifying competition for development in the new fields of electrification and intelligent systems



Aiming to contribute to Sustainable Development Goals (SDGs) through business operations

Overview of FY2019 and Status of Undertakings in Areas of Focus

Consolidated orders received declined year on year to ¥739.9 billion due to delays seen in contract negotiations and the order placement process as a result of the impacts of U.S.-China trade friction and COVID-19. Revenue declined year on year to ¥792.9 billion due to the effect of progress rates on overseas projects. Profit from business activities increased year on year to ¥25.5 billion as the effects of structural reforms and improved earnings in individual businesses compensated for lower profitability on some overseas plant projects.

Following up our established business policy, we are pursuing initiatives tailored to the market environment and business characteristics of each line of businesses, which are divided into three categories: machine tools and machinery systems for “earnings capacity enhancement,” commercial ships for “shift

area of competition,” and engineering and environmental systems for “shift to new business models.” In addition, in our domain as a solutions provider for environment-friendly products that contribute to the realization of a decarbonized society, we are expanding business opportunities by working on technology sharing and human resource mobility. Furthermore, we are continuing to promote our engineering businesses and service businesses, enhancing the life cycle business to support our customers throughout the entire plant life cycle. We are also enhancing promotion of digitalization, important to all of these initiatives, though our collaboration with Shared Technology Department, which will translate to greater competitiveness and stronger operations in each of our lines of business.

Business Initiatives

Enhance efficiency in preparation for the business environment changes	Earning capacity enhancement:
Metals Machinery	<ul style="list-style-type: none"> Focus on strategic products (expansion of low environmental-impact products) Strengthen lifecycle businesses (expansion of maintenance service businesses and digitalization)
Machine Tools	<ul style="list-style-type: none"> Pursue mass customization Strengthen our framework in micro machining system and other new fields (DED AM Systems and Room Temperature Water Bonding Machines, etc.)
Machinery Systems	<ul style="list-style-type: none"> Enhance management efficiency through internal resource sharing and flexible mobilization of human resources Advancement of the service business through digitalization Create new business in electrification and intelligent systems utilizing mechatronics technologies
Improve earning capacity through differentiation	Shift areas of competition and shift to new business models
Commercial Ships	<ul style="list-style-type: none"> Accelerate shift to high-value-added areas such as high-density outfitted ships Strengthen marine engineering businesses in response to environmental regulations, etc.
Engineering	<ul style="list-style-type: none"> New business model and portfolio for diversifying profitability (Development of business considering lifecycle, concept design to O&M management: expansion and improvement of project financing and engineering after-sales service business.) Improve profitability of large projects (Project management through digitalization)
Environmental Systems	<ul style="list-style-type: none"> Steady obtainment and fulfillment of domestic project orders Strengthen undertakings for overseas projects
Engineering • Environmental Systems	<ul style="list-style-type: none"> Further undertakings for low-carbon or decarbonized society by accelerating the development of core technologies (waste-to-energy plants, CO₂ capture plants, Automated People Mover (APM), etc.).

Business strategies:

Logistics, Thermal & Drive Systems



Laser-guided AGF (Automated Guided Forklift) helps provide solutions to issues such as labor shortages and the need for more efficient logistics

Current Status Assessment

S Strengths	Expertise cultivated in a wide range of product fields and effective utilization of resources within the domain	
	Material Handling Systems	<ul style="list-style-type: none"> • Third-largest business scale in the world
	HVAC Systems, Automotive Air-Conditioner	<ul style="list-style-type: none"> • Extensive product lineup and world-class environmental and energy-saving technologies
	Turbochargers	<ul style="list-style-type: none"> • Ability to develop high-performance and high quality products leveraging high-speed rotation and heat & fluid dynamics technologies
	Engines	<ul style="list-style-type: none"> • New technologies combining international combustion engines with renewable energy and batteries

W Weaknesses	Tendency to be affected by short-term economic fluctuations	
	Turbochargers	<ul style="list-style-type: none"> • Specialization in the single product makes the business more heavily vulnerable to customer business conditions
	Engines	<ul style="list-style-type: none"> • Small-size engines: Supplies components (engines) only, and not the mother units they power, rendering the business heavily affected by its customers • Full lineup means dispersion of technological resources

O Opportunities	Material Handling Systems	<ul style="list-style-type: none"> • Increasing market for logistics solutions with expansion of e-commerce business
	HVAC Systems, Automotive Air-Conditioner	<ul style="list-style-type: none"> • Rising awareness toward environmental preservation
	Turbochargers	<ul style="list-style-type: none"> • Growing trend toward downsized engines with turbochargers in response to environmental and fuel performance regulations
	Engines	<ul style="list-style-type: none"> • Growth of data center market and expansion in Southeast Asian gas distributed power systems market

T Threats	Adverse effects of U.S.-China trade friction and COVID-19	
	Turbochargers	<ul style="list-style-type: none"> • Shrinking market over the longer term due to growth of electric vehicles
	Engines	<ul style="list-style-type: none"> • Market downturn due to falling petroleum prices



Aiming to contribute to Sustainable Development Goals (SDGs) through business operations

Overview of FY2019 and Status of Undertakings in Areas of Focus

FY2019 consolidated orders received were hit by a drop in turbocharger orders due to the decline in auto industry demand resulting from U.S.-China trade friction. Revenues decreased for the entire domain due to a sharp decline in orders for turbochargers and engines, although there was a slight increase in sales of material handling equipment and thermal systems. Profit from business activities was also affected by the drop in turbocharger sales and consequently fell year on year.

2H FY2019 was ravaged by COVID-19, with the effects extended to the entire Logistics, Thermal &

Drive Systems domain. For example, the shelter-in-place policies aimed at preventing the spread of the virus has led to stagnation in the movement of people and the distribution of goods, thus stifling product imports. This affected orders in the Thermal Systems business due to the resulting stagnation in imports of household air conditioners made overseas. The impacts of COVID-19 have also put the future of Logistics Systems in doubt as the halt in distribution has prompted many customers to postpone investment in logistics equipment.

Business Initiatives

General	Medium-lot products have generally been heavily affected by COVID-19, and the Company is currently working to reduce fixed costs in all lines of business.
Material Handling Systems	<ul style="list-style-type: none"> Carry out post-merger integration (PMI), including organizational streamlining and product lineup integration Strengthen sales (expansion of direct sales, strengthen sales network, etc.)
HVAC Systems, Automotive Air-Conditioner	<ul style="list-style-type: none"> Strengthen sales (expansion of direct sales, strengthen sales network, etc.) Develop and launch low-environmental-impact products (such as CO₂ coolant compressors)
Turbochargers	<ul style="list-style-type: none"> Respond to changes in market conditions by working to reduce fixed costs at this time and accelerate the development of electronically controlled products
Engines	<ul style="list-style-type: none"> Focus resources into core competencies

Business strategies:

Aircraft, Defense & Space

© JAXA

Ninth H-II/B rocket mission, carrying the "Kounotori-9" space station supply spacecraft

Current Status Assessment

S Strengths	Commercial Aviation	<ul style="list-style-type: none"> • Business domain covering all systems for commercial aviation (aero structures, aircraft OEM business (SpaceJet), and operation support including MRO (CRJ)) • Design and manufacturing technologies for large composite main wing boxes and other structural components • Over 1,000 in service CRJ fleet as the business assets
	Integrated Defense & Space Systems	<ul style="list-style-type: none"> • Leading-edge technologies fostered through the development of defense and space products • Defense: Ability to make proposals for integrated defense systems, and expertise and channels cultivated through international joint collaboration • Space: Development capabilities in launch vehicles and launch vehicle engines and world-leading levels of reliability
W Weaknesses	Commercial Aviation	<ul style="list-style-type: none"> • Dependent on specific customers and suppliers • High sensitivity to foreign exchange fluctuations, as business is concentrated on overseas customers
	Integrated Defense & Space Systems	<ul style="list-style-type: none"> • Defense: Limited experience in pursuing and leading export projects • Space: Inadequate cost competitiveness in global markets
O Opportunities	Commercial Aviation	<ul style="list-style-type: none"> • Growth opportunity of new aircraft delivery and MRO business along with long-term passenger demand increasing • More demands by operators for "total care" operation support to their fleet
	Integrated Defense & Space Systems	<ul style="list-style-type: none"> • Defense: Cabinet approval of the Three Principles on Transfer of Defense Equipment and Technology • Growth in space, cyber, and electromagnetic domains resulting from the formulation of the National Defense Program Guidelines for FY2019 and beyond as well as the Medium-Term Defense Program • Space: Growing launch market in line with an expanding need for satellites, including the use of space in national security
T Threats	Commercial Aviation	<ul style="list-style-type: none"> • Business environment with vulnerability of the passenger demand due to event risks such as conflict, economic crisis, epidemics, natural disaster, etc. • Reorganization across industries including M&A, and more competition as the result of such industry movement
	Integrated Defense & Space Systems	<ul style="list-style-type: none"> • Defense: Lower domestic budget for front-line combat equipment expenses due to increased overseas procurement • Space: Concern regarding price-cutting by new U.S. companies entering the market for overseas launch services



Aiming to contribute to Sustainable Development Goals (SDGs) through business operations

Overview of FY2019 and Status of Undertakings in Areas of Focus

FY2019 consolidated orders received were up year on year to ¥719.2 billion thanks to orders for defense-related systems and space systems from business lines including the improvement of F-15's capability by upgrading program. Revenue also grew year on year at ¥104.9 billion as revenue was generally up with the exception of space systems and certain other products. Business profit decreased sharply compared with the previous fiscal year as loss of ¥208.7 billion, mainly due to the recording of impairment losses on SpaceJet-related assets.

In the field of commercial aircraft, we are working to improve profit margins in Aero Structures (Tier1), specifically through undertakings to boost production efficiency and elevate cost competitiveness, as well as taking action to acquire new business from the narrow body program. In the SpaceJet business, we are continuing the development with the appropriate level of budget complied with the MHI Group's overall financial condition, and also conducting the sched-

ule review of its development. In the CRJ program acquired from Bombardier Inc., we are focusing on the resources optimization and implementing the PMI*1 process.

In the defense business, we are planning to expand into new business fields, such as command and control and unmanned aerial, ground, and maritime systems, while continuing to conduct stable business operations by offering world-class products. At the same time, we will utilize the technologies we have cultivated over the years to expand our overseas business and our peripheral fields such as MRO*2. In addition, we will promote the expansion into advanced security consumer products. In the space business, we are proceeding with the development of the H3 Launch Vehicle, which will realize low-cost, highly reliable launch services, aiming for the first launch in fiscal 2020.

*1 PMI: Post Merger Integration

*2 MRO: Maintenance, Repair and Overhaul

Business Initiatives

Commercial Aviation	Tier1	Strengthen cost competitiveness to withstand severe business environment	<ul style="list-style-type: none"> Introduce automated equipment Automate indirect operations through AI/IoT Enhance procurement networks in North America and Asia
		Expand into differentiated competitive advantage areas	<ul style="list-style-type: none"> Pursue weight and cost-reducing technologies by developing advanced materials (composite materials) and engineering / manufacturing processes (metal processing)
	SpaceJet Program	Proceeding the development activities with much efficiency and appropriate level	<ul style="list-style-type: none"> Adjusting the organization, resource and activities with reflecting the market environment, and proceeding the development with efficiency according to each development stage
	CRJ Program	Implementation of PMI	<ul style="list-style-type: none"> Promptly break away from dependence on seller's infrastructure Optimize resources
Secure orders and sales		<ul style="list-style-type: none"> Implement active sales promotion to steadily capture on post-COVID recovery demand 	
Integrated Defense & Space Systems	Expansion of existing domestic and peripheral fields	Existing business	<ul style="list-style-type: none"> Steadily get next core businesses up and running (future fighter, H3 Launch Vehicle) Expand business scope such as command and control, M&S*3, etc.
		Peripheral fields	<ul style="list-style-type: none"> Expand MRO business in maintenance and servicing fields Expand into new peripheral fields (space [including satellite information usage], cybersecurity, unmanned vehicles, etc.)
	Overseas business expansion	Adapting MHI components for use in overseas equipment	<ul style="list-style-type: none"> Utilize channels with overseas manufacturers cultivated through existing businesses Collaborate with Japanese government in parallel with inter-company consultations
		Potential international joint development projects	<ul style="list-style-type: none"> Start international joint development projects with alliance countries (MHI support for Japanese government) Enter joint development projects
Establishment of dual-use development businesses		<ul style="list-style-type: none"> Utilize core technologies of defense and space business Meet private-sector demand particularly in safety and security field (cybersecurity, situational awareness, wide-area status observation) 	

*3 M&S: Modeling and Simulation