# CONTENTS

#### MHI's Vision and Steps Toward Its Realization

| Our Target: Triple One Proportion (TOP)           | 4 |
|---|---|
| Long-Term Vision: MHI Future Stream               | 6 |
| 2018 Medium-Term Business Plan:                   |   |
| A New Step Toward a Sustainable Growth Trajectory | 8 |

## **Management Strategies**

| Members of the Board of Directors                               | 10 |
|---|----|
| President's Message   | 12 |
| CFO's Message   | 20 |
| CSO's Message   | 26 |
| Technology Strategy   | 28 |
| Human Resource Strategy   | 30 |
| Special Feature: Roundtable Discussion Between Outside Director |    |
| and Employees—No Change, No Growth                              | 32 |
| Corporate Governance  | 35 |
|   |    |

### Addressing Social Issues through Our Businesses

| MHI Group × SDGs            | 46 |
|-----------------------------|----|
| Business Segment Highlights | 48 |
| Power Systems               | 50 |
| Industry & Infrastructure   | 54 |
| Aircraft, Defense & Space   | 58 |
|                             |    |

#### Financial and Non-Financial Data, Corporate and Stock Information

| Financial and Non-Financial Highlights           | 62 |
|--|----|
| Eleven-Year Financial and Non-Financial Data     | 64 |
| Consolidated Balance Sheets                      | 66 |
| Consolidated Statements of Income                | 68 |
| Consolidated Statements of Comprehensive Income  | 69 |
| Consolidated Statements of Changes in Net Assets | 70 |
| Consolidated Statements of Cash Flows            | 71 |
| Corporate Data                                   | 72 |
| Global Network                                   | 73 |
| History  | 74 |
| Status of IR Activities                          | 75 |
|  |    |

#### Forward-Looking Statements

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 insecurity. For this reason, investors are recommended not to depend solely on these projections for making investment decisions. It is possible that actual results may change significantly from these projections for a number of factors. Such factors include, but are not limited to, economic trends affecting the Company's operating environment, currency movement of the yen value to the U.S. dollar and other foreign currencies, and trends of stock markets in Japan. Also, the results projected here should not be construed in any way as being guaranteed by the Company.



**Cover photo for** *MHI Report 2018* An offshore wind turbine operated by MHI Vestas Offshore Wind

3