

Interview with the president / CEO Yasuhiko Hashimoto

# Striving toward the goals of Group Vision 2030



**Yasuhiko Hashimoto**

President and Chief Executive Officer

## Tell us about Group Vision 2030.

We established Group Vision 2030 as our goal for achieving “Trustworthy Solutions for the Future” by the year 2030. This vision demonstrates our intention to create a brighter future by providing innovative solutions for an ever-changing society in a timely manner, and to continue to grow by expanding our potential through quick action and our ability to face challenges while transcending various boundaries. In order to realize our vision, we’ve established three fields of focus, and are working on the necessary technological developments to solve social issues.

## Tell us about the three fields of focus.

Based on the most advanced technologies available to us, we’ve contributed to the prosperity and safety of societies around the world by providing a wide range of products that are the first of their kind in the world or in Japan, such as Shinkansen bullet trains, which enable high-speed transportation, and LNG carriers, which support power generation through environmentally-friendly natural gas. Today, as we face a series of rapidly changing social problems such as the coronavirus pandemic, global environmental issues, frequent natural disasters,

scarcity of energy resources, and the declining and aging population, we've established three fields for us to focus on: A Safe and Secure Remotely-Connected Society, Near-Future Mobility, and Energy and Environmental Solutions.

Our focus on "A Safe and Secure Remotely-Connected Society" is an effort to achieve social safety and security while exploring new ways of working and living through the use of remote control and robot technology in various fields such as medicine, healthcare, manufacturing, and industrial infrastructure. In addition, we provide solutions for protecting life and property from disasters that have been a common occurrence in recent years. Our focus on "Near-Future Mobility" is part of our goal to help achieve a smart society through new means of transportation and mobility by combining vehicles such as unmanned cargo-carrying helicopters and delivery robots with airplanes, off-road vehicles, and robotics technology. In the field of "Energy and Environmental Solutions," we aim to contribute to achieving a carbon-neutral society by leading the world in building a hydrogen supply chain for the production, transportation, storage, and utilization of hydrogen, as well as the conversion of transportation systems to electric systems.

## What are the corporate group's technological strengths?

The three fields of focus established in Group

Vision 2030 are all new, groundbreaking fields that are on the frontiers of industry. We believe that hydrogen will especially be a crucial component in achieving a decarbonized society, and is a field that we've been a leader in for the past 10 years. If we can incorporate our hydrogen-related technologies and operational expertise that we've cultivated over the years into a shared global standard, we believe it will put us at a great advantage. This also applies to medical robots and mobility. Through these efforts, and through collaboration with other industry leaders, we strive to lead the market in the future.

## Closing comments

We believe that the advanced technological capabilities that we've cultivated through relentless competition have the potential to solve many more social issues. To achieve this, we need a mindset of incorporating market needs into our products in a way that's sensitive to the rapidly changing market. We've also reformed our personnel system so that employees can play a more active role with broader perspectives and incentives to face challenges, and have built a system that helps consolidate the strengths of the corporate group. Through the technological synergy across our group and open innovation in collaboration with other industry leaders, we strive to continue to respond quickly to the social issues of our time that the market demands, and develop the necessary solutions to achieve the goals of Group Vision 2030.