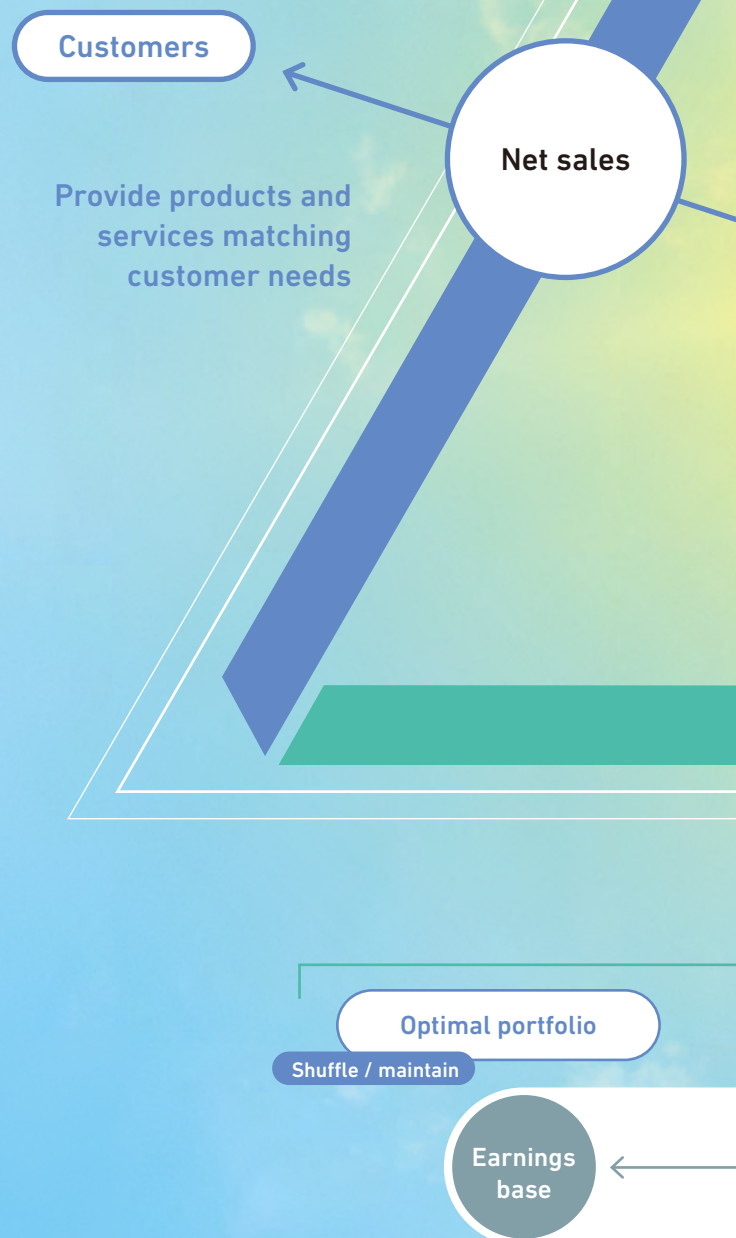
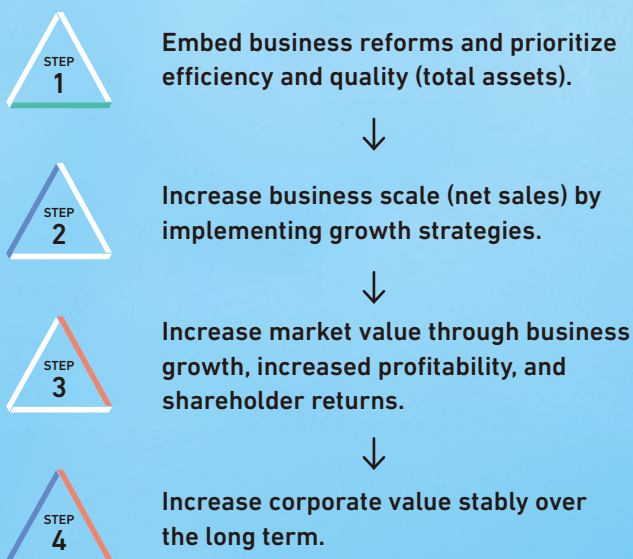


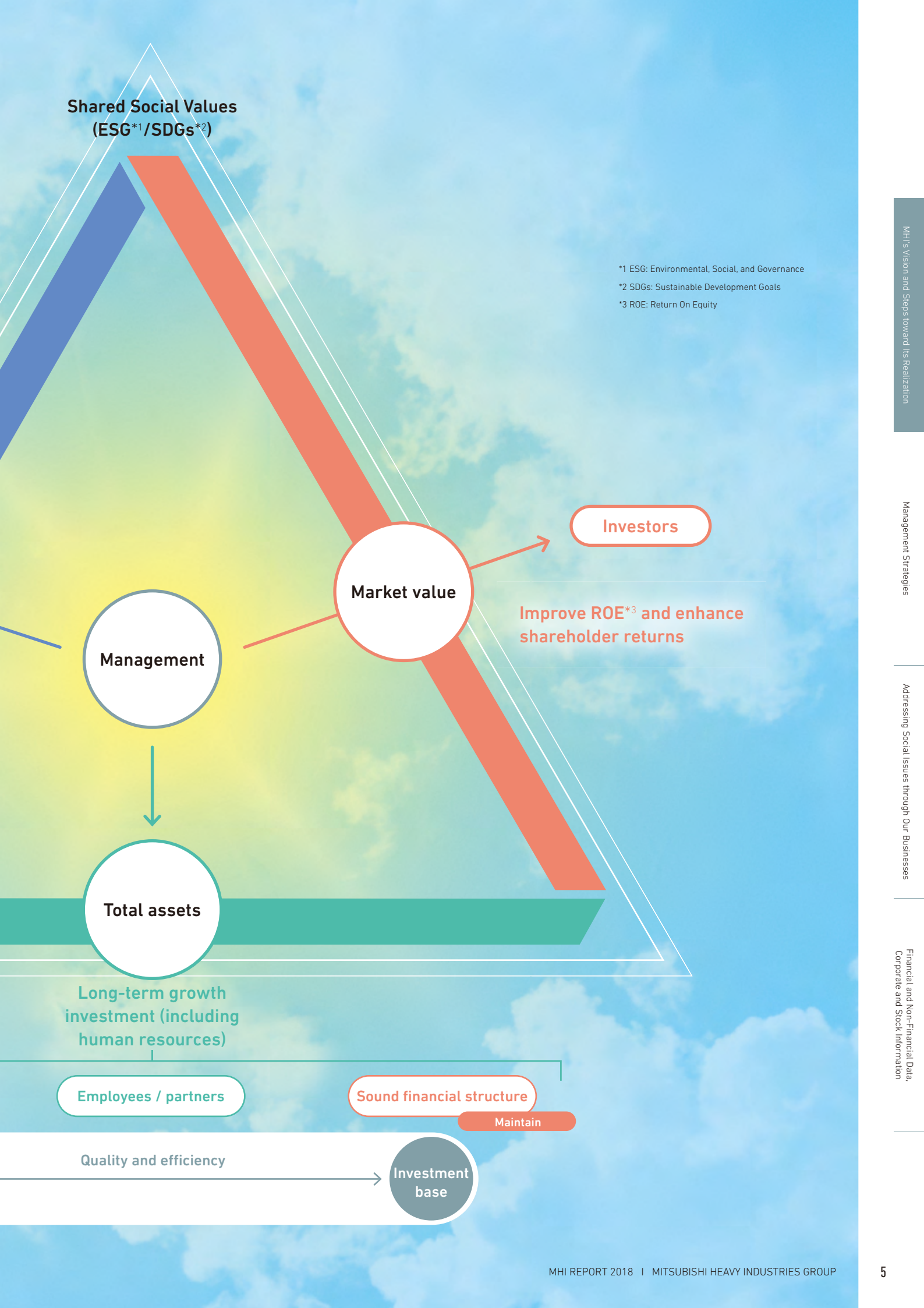
OUR TARGET: TRIPLE ONE PROPORTION (TOP)

MHI Group has set a management target for responding sustainably and harmoniously to the needs of stakeholders and society. We call this target “Triple One Proportion” (TOP), referring to a 1:1:1 ratio of net sales (scale of business), total assets, and market value.

The first step toward this target will be to improve the efficiency of our total assets, which currently exceed ¥5 trillion. We also aim to grow by increasing the efficiency and profitability of existing business. Additionally, we will make various investments based on shifting megatrends while maintaining financial soundness. For the time being, we will concentrate development of the MRJ and growth investments on business scale expansion opportunities that will produce immediate results, and through these initiatives, increase net sales to ¥5 trillion. To achieve a market value of ¥5 trillion, in addition to increasing business growth and profitability, we will enhance shareholder returns (dividends). Furthermore, we will meet the expectations of investors and customers by achieving steady growth over the medium-to-long term in alignment with shared social values, including ESG and SDGs.

TOP is closely connected to the basic policies of the 2018 Medium-Term Business Plan





*1 ESG: Environmental, Social, and Governance

*2 SDGs: Sustainable Development Goals

*3 ROE: Return On Equity