

Midterm Corporate Strategy 2021

Achieving Growth Through Business Management Model

Outline of Midterm Corporate Strategy 2021

Our new Midterm Corporate Strategy aims to realize triple-value growth* through MC's business-management model.

It will make MC more adaptable to changing geopolitical dynamics, the transition to a digital age and other rapid developments.

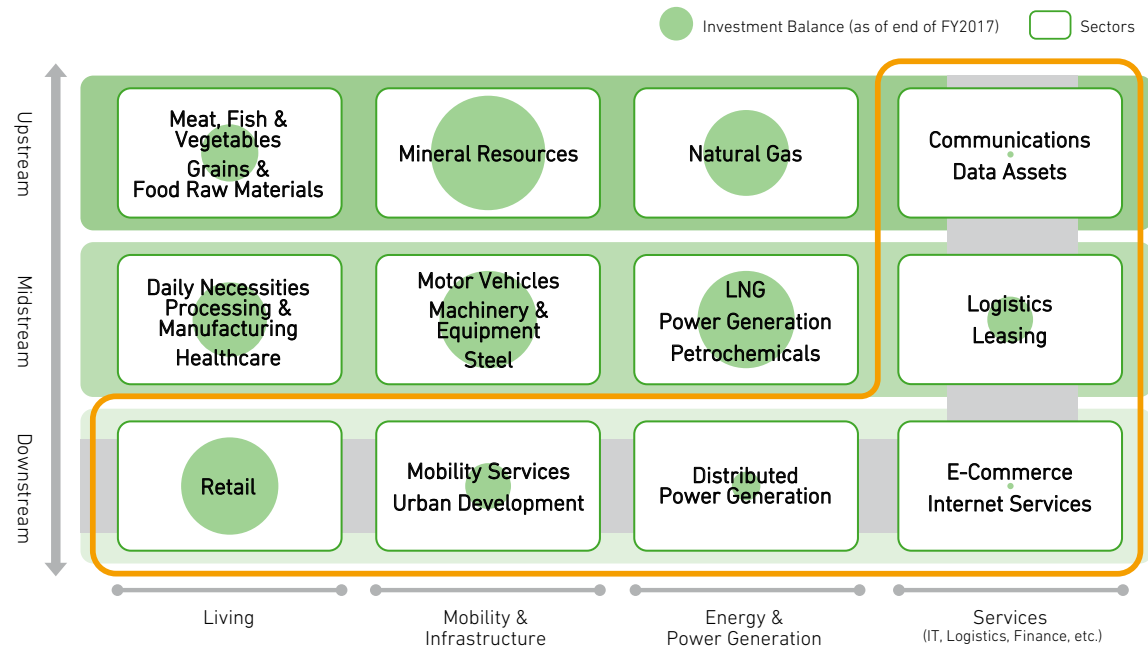
The strategy's four sections are outlined on the right.

*Simultaneously generating economic value, societal value, and environmental value



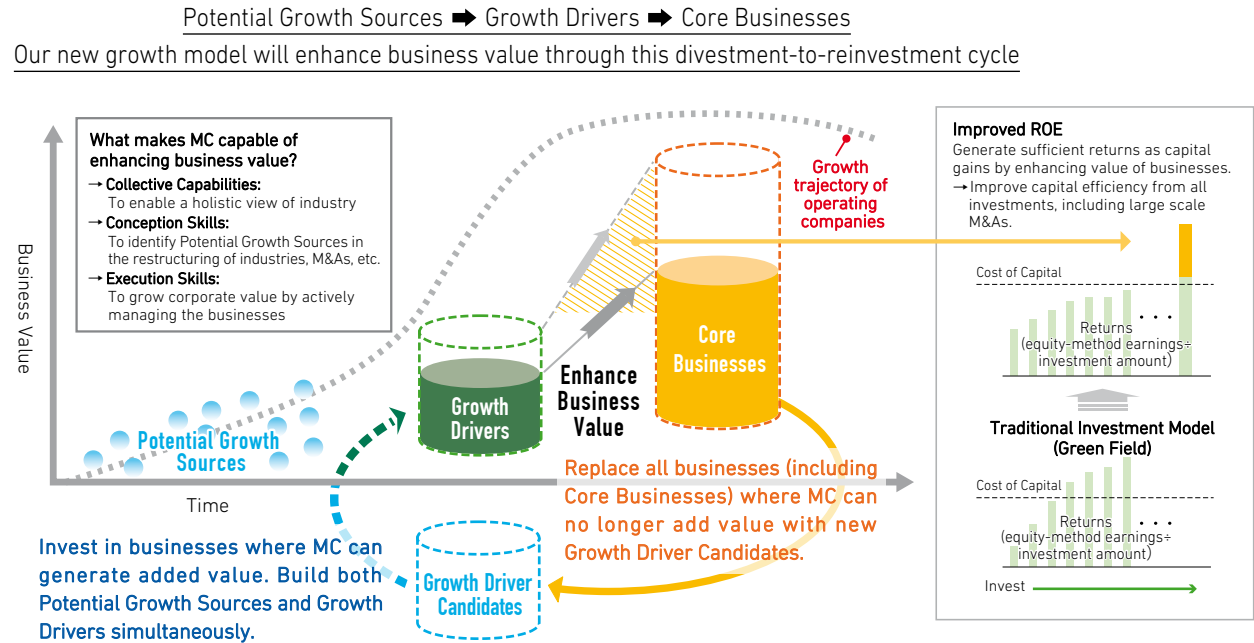
Portfolio Strategies Aimed at Stimulating Further Growth

By strengthening our operations in the Services Sector and downstream businesses, we will endeavor to stimulate more growth in what is currently a very stable business portfolio.



Value - Added Cyclical Growth Model & Improved ROE

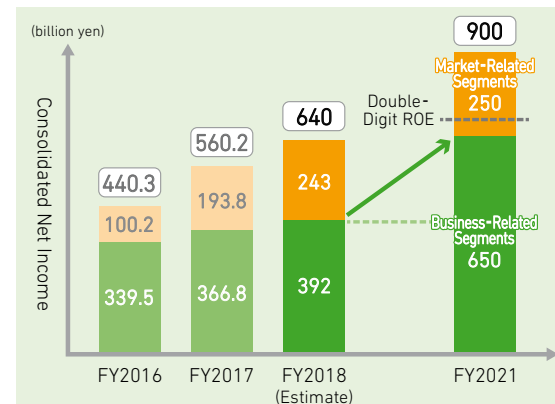
We will identify Potential Growth Sources and nurture them into Growth Drivers and Core Businesses by enhancing their value. In this new cyclical growth model, even Core Businesses will be replaced with new Growth Driver Candidates if MC can no longer add value to them. This will have the added benefit of improving MC's ROE.



Financial Targets & Capital Policy

By continuously growing MC's Business-Related Segments and making it more competitive in Market-Related Segments, we will aim for an even higher double-digit ROE. We will extend the current progressive dividend scheme, and aim to increase MC's dividend payout ratio from 30% to 35% in the future.

Financial Target



Capital Policy

