

Outline of Medium-term Management Plan

Business environment

- Upcoming era of 5G and advanced mobile services
- Development of new ICT technologies and IoT (cloud, use of drones, etc.)
- Building of leading-edge/ advanced infrastructure in light of the 2020 Tokyo Olympics/ increase in inbound tourists.
- Progress in labor-saving and automation to resolve issue of shortage of labor
- Increase in new energy-related facilities and social infrastructure

Tailwind for the MIRAIT Group

Targets (FYE March 2022)

Net sales	450.0 bil. yen
Operating income	27.0 bil. yen
Operating income ratio	6.0%
ROE	More than 8%

Shareholder return policy

- Stable and consistent payment of dividends.
- Comprehensive decisions to be made taking into consideration the Company's business results and cash position, based on the rough total return ratio of more than 30%.
- Shareholder returns to be considered with the objective of achieving ROE of more than 8%.

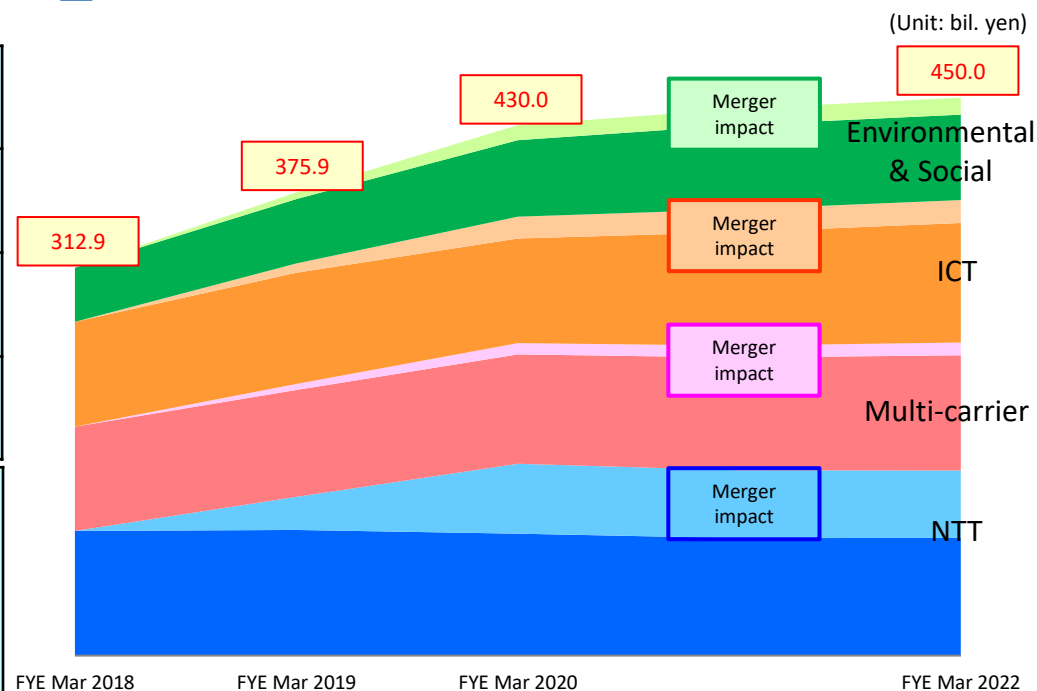
Theme of Medium-term Management Plan

- Aim to be a company that contributes to the "smart society", through initiatives to enhance competitiveness amid the changing business environment with the upcoming era of 5G, penetration of IoT and launch of new services that combine various technologies.

Key initiatives

- Generate new business opportunities
- Accelerate transformation of business structure
- Enhance productivity and reduce costs through efficient operations
- Strengthen human resources
- Promote ESG-oriented management, safety and quality initiatives
- Capital policy

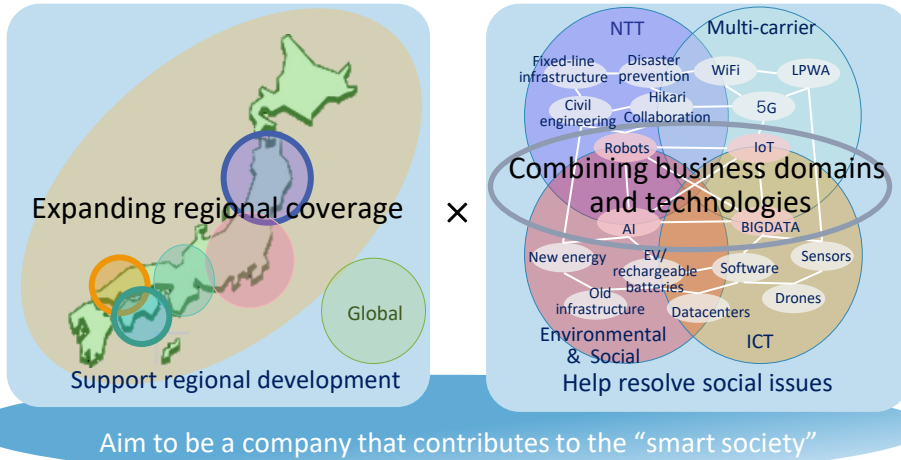
Net sales



Key Initiatives under the Medium-term Management Plan

Generating new business opportunities

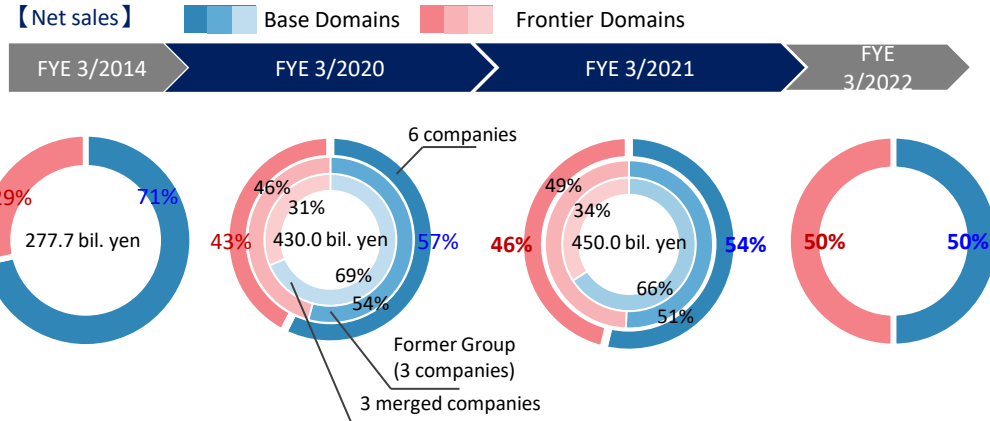
- Support regional development by leveraging the expanded regional coverage achieved through management integration.
- Help resolve social issues by combining business domains and technologies.



Transforming the business structure

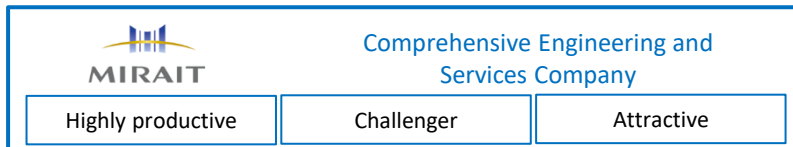
- Accelerate the transformation of the business structure (shift from base domains to frontier domains) to achieve business growth, and promote the shift to quality within the frontier domains (profit-oriented).

※ Frontier domains include multi-carrier (global), environmental & social innovation and ICT solutions.



Strengthening human resources

- Become a company that attracts talent - a company that can fully exploit the energy and competency of each employee and as a team, where each employee can feel healthy and motivated at work to discover his/her potential.



Transform operational and cost structures

Improve productivity to enhance cost competitiveness

Enhance work-life balance
Develop skills and secure the health of each employee

Promote diversity
Establish an organization that engages diverse talent

Promote ESG-oriented management

- Contribute to SDGs through all business activities; identify business risks and opportunities from a broad perspective to enhance ESG and to take appropriate measures.

