

4. Overview of Mid-term Plan (Excluding 3 new integrated companies)

Business Environment

Changes in Social Structure

- Growth strategies of the Japanese Government (departure from deflation, low birthrate and aging society, revitalization of regional economies, etc.)
- Reconstruction of social infrastructure (aging infrastructure, disaster prevention measures)
- Environmental & energy issues
- 2020 Tokyo Olympics and Paralympics



Changes in the Communication Environment

- Spread of smartphones and tablets
- Increased capacity and speed of communications
- Diversification of services
- Globalization
- Implementation of IoT

Key Initiatives

- Expanding the business domains and transforming the business model ⇒ Expand into "frontier domains". (Environmental and energy, Stock business and global business) ⇒ Enhance sales capabilities through partnerships. ⇒ Broaden the line-up of services by quality and price.
- Profit-oriented business operations ⇒ Smooth construction workload and promote initiatives to improve productivity ⇒ Achieve better efficiency by generating synergies within the Group. ⇒ Strengthen income / expense management of individual projects.

Tailwind for the MIRAIT Group

Targets

<Current Mid-term Plan (FYE March 2021)>

Net sales	340.0 bil. yen
Operating income (Operating income ratio)	17.0 bil. yen (5.0%)
ROE	More than 8%

<New Mid-term Plan >

New mid-term plan reflecting the impact of management integration and other factors will be announced next spring.

Shareholder return policy

- Stable and consistent payment of dividends.
- Decisions to be made by taking into consideration the Company's business results and cash position, based on a rough total return ratio target of more than 30%.

(Reference) Net sales (Current Mid-term Plan)

