



Presentation on the Financial Results for the Fiscal Year Ended March 2019

May 14, 2019



MIRAIT Holdings Corporation

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I. Overview of the Financial Results for the Fiscal Year Ended March 2019

1. Financial Results for the Fiscal Year Ended March 2019

(6-month (Oct-Mar) results for TTK and 3-month (Jan-Mar) results for Solcom and Shikokutsuken are reflected)

Units: bil. yen	FYE March 2018	FYE March 2019		
	Full-year Results	Full-year Results	YoY Change	
			Amount	%
Orders received	326.3	392.6	+ 66.3	+ 20.3%
Net sales	312.9	375.9	+ 63.0	+ 20.1%
NTT	100.5	128.3	+ 27.8	+ 27.7%
Multi-carrier	84.1	92.5	+ 8.4	+ 10.0%
Environmental & Social Innovation	43.6	56.3	+ 12.7	+ 29.1%
ICT Solution	84.6	98.7	+ 14.1	+ 16.7%
Gross profit (Gross profit margin)	39.7 (12.7%)	46.9 (12.5%)	+ 7.2 (- 0.2p)	+ 18.1%
SG&A (SG&A ratio)	23.0 (7.4%)	26.2 (7.0%)	+ 3.2 (- 0.4p)	+ 13.9%
Operating income (Operating income ratio)	16.7 (5.3%)	20.6 (5.5%)	+ 3.9 (+ 0.2p)	+ 23.4%
Ordinary income (Ordinary income ratio)	17.8 (5.7%)	21.9 (5.8%)	+ 4.1 (+ 0.1p)	+ 23.0%
Net income (Net income ratio)	11.5 (3.7%)	25.7 (6.8%)	+ 14.2 (+ 3.1p)	+ 123.5%
ROE	8.8%	15.4%	+ 6.6p	—

Key Highlights				
Achieved record-high net sales and operating income due to management integration				
● Orders received: 392.6 bil. yen (+66.3 bil. yen yoy)				
Orders received (Unit: bil. yen)	FYE March 2018	FYE March 2019		
	Full-year Results	Full-year Results	YoY Change	
			Amount	%
NTT	97.5	137.7	+ 40.2	+ 41.2%
Multi-carrier	88.3	95.1	+ 6.8	+ 7.7%
Environmental & Social	54.3	58.4	+ 4.1	+ 7.6%
ICT	86.0	101.2	+ 15.2	+ 17.7%
● Net sales: Recorded 375.9 bil. yen (+63.0 bil. yen yoy) with increase in sales across all business categories.				
● Gross profit: Increased to 46.9 bil yen (+7.2 bil. yen yoy), but gross profit margin dropped by 0.2pts due to unsuccessful efforts to smooth mobile workload and decrease in work to resolve TV reception interference.				
● SG&A: 26.2 bil. yen (+3.2 bil. yen yoy) due to management integration costs, but SG&A ratio improved by 0.4pts.				
● Operating income: 20.6 bil. yen(+3.9 bil. yen yoy); operating income ratio also improved by 0.2pts.				
● Net income: 25.7 bil. yen (+14.2 bil. yen yoy) due to extraordinary gains from the management integration.				
● ROE: 15.4% (9.4% excluding the impact of extraordinary gains from the management integration)				

(Reference) Financial Results for the Fiscal Year Ended March 2019 (Former Group)

* Former Group is Mirait, Mirait Technologies and Lantrovision.

Units: bil. yen	FYE March 2018	FYE March 2019		
	Full-year Results	Full-year Results	YoY Change	
			Amount	%
Orders received	326.3	320.4	- 5.9	- 1.8%
Net sales	312.9	330.8	+ 17.9	+ 5.7%
NTT	100.5	101.8	+ 1.3	+ 1.3%
Multi-carrier	84.1	87.6	+ 3.5	+ 4.2%
Environmental & Social Innovation	43.6	50.3	+ 6.7	+ 15.4%
ICT Solution	84.6	90.9	+ 6.3	+ 7.4%
Gross profit (Gross profit margin)	39.7 (12.7%)	41.3 (12.5%)	+ 1.6 (- 0.2p)	+ 4.0%
SG&A (SG&A ratio)	23.0 (7.4%)	23.6 (7.1%)	+ 0.6 (- 0.3p)	+ 2.6%
Operating income (Operating income ratio)	16.7 (5.3%)	17.6 (5.3%)	+ 0.9 (0.0p)	+ 5.4%
Ordinary income (Ordinary income ratio)	17.8 (5.7%)	18.7 (5.7%)	+ 0.9 (0.0p)	+ 5.1%
Net income (Net income ratio)	11.5 (3.7%)	13.5 (4.1%)	+ 2.0 (+ 0.4p)	+ 17.4%

Key Highlights

Record-high net sales and operating income, despite unsuccessful efforts to smooth mobile workload and decrease in work to resolve TV reception interference.

- Orders received: -5.9 bil. yen yoy due to decline in construction work for large-scale solar power projects.

Orders received (Unit: bil. yen)	FYE March 2018	FYE March 2019		
	Full-year Results	Full-year Results	YoY Change	
			Amount	%
NTT	97.5	97.5	- 0.0	- 0.0%
Multi-carrier	88.3	86.7	- 1.6	- 1.8%
Environmental & Social	54.3	43.7	- 10.6	- 19.5%
ICT	86.0	92.4	+ 6.4	+ 7.4%

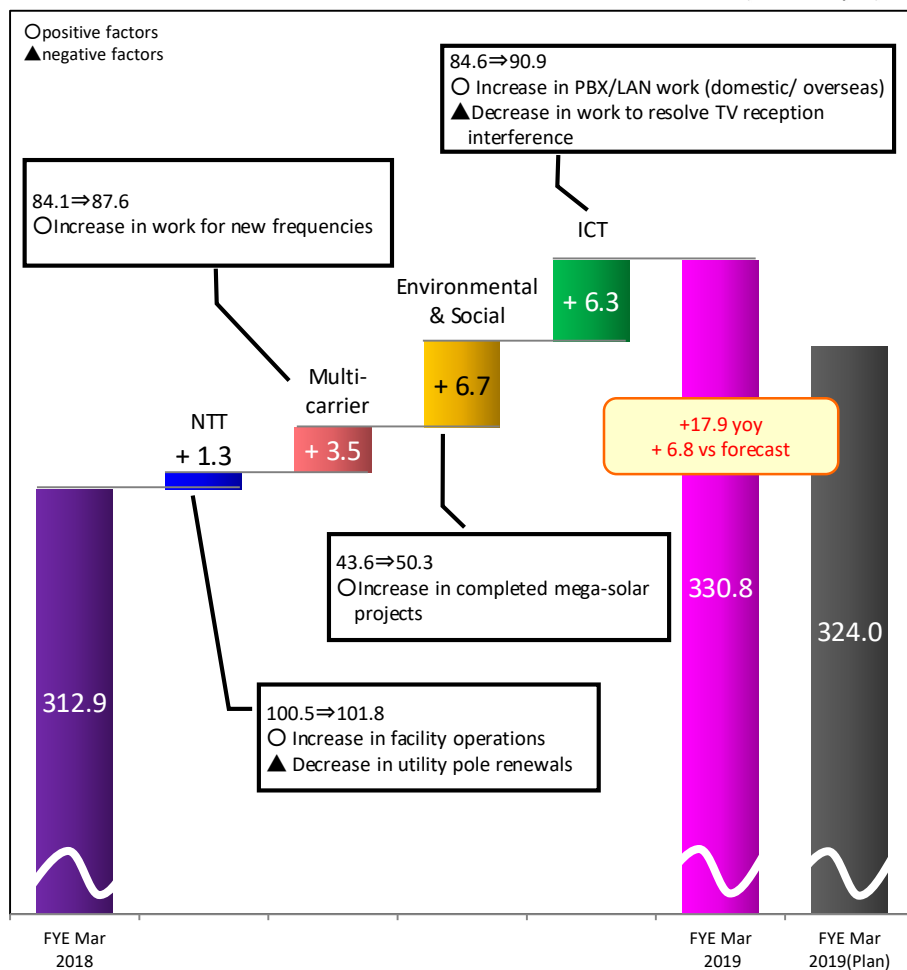
- Net sales: **Achieved a historical high (+17.9 bil. yen yoy) with increase in sales across all business categories.**
- Gross profit: **+1.6 bil. yen yoy**, but **gross profit margin dropped by 0.2pts** due to unsuccessful efforts to smooth mobile workload and decrease in work to resolve TV reception interference.
- SG&A: **+0.6 bil. yen yoy** due to management integration costs, **but SG&A ratio improved by 0.3pts.**
- Operating income: **Achieved a historical high (+0.9 bil. yen yoy).**
- Net income: **+2.0 bil. yen yoy**

Detailed Analysis of Net Sales [YoY Comparison]

- NTT: Increase in **facility operations**.
- Multi-carrier: **increase in work for new frequencies**
- Environmental & Social Innovation: **increase in completed large-scale solar power projects**
- ICT Solutions: **decrease in work to resolve TV reception interference; increase in LAN/PBX work in Japan and overseas**

Net sales

(Unit: bil. yen)

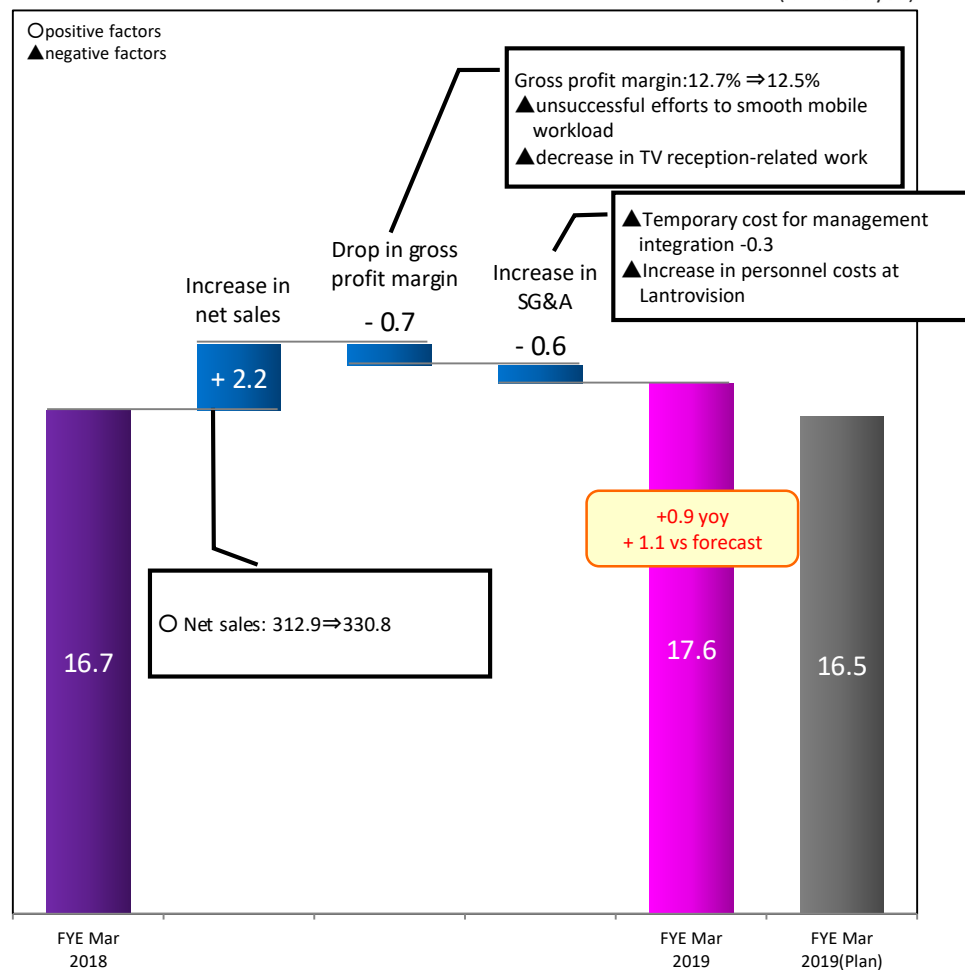


Detailed Analysis of Operating Income [YoY Comparison]

- Impact of increase in net sales : +2.2bil. yen
- Slight decline in gross profit margin due to unsuccessful efforts to smooth mobile workload and decrease in TV reception-related work : -0.7 bil. yen
- SG&A increase due to one-off management integration costs: +0.6 bil. yen




Operating income





(Unit: bil. yen)



2. Summary by Business Category (Former Group)

○ Positive factors
▲ Negative factors

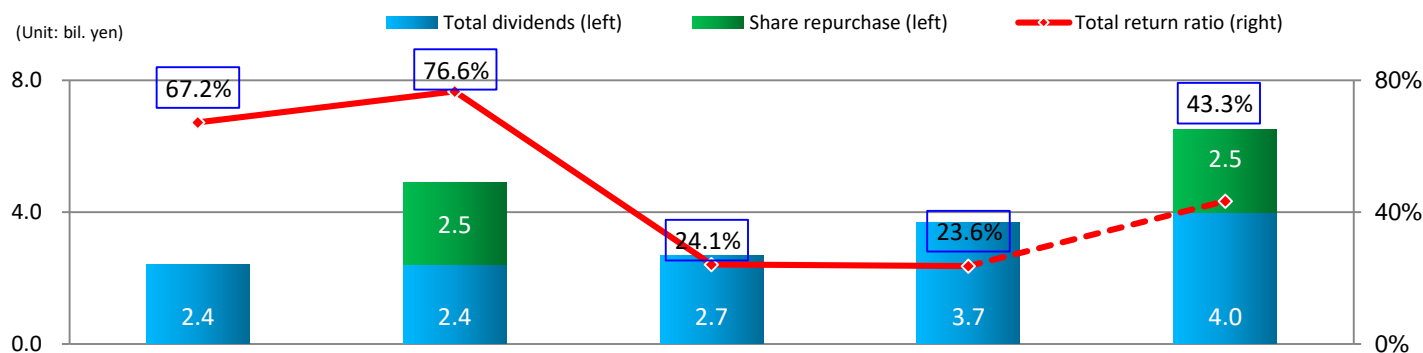
項目	主な内容
<p>NTT</p> <p>Orders received : 97.5 (YoY change : - 0.0)</p> <p>Net sales : 101.8 (YoY change : + 1.3)</p>	<p>【Net sales】 ○ Decline in utility pole renewal work off-set by increase in facility management business (+1.3% yoy).</p> <p>【Gross profit】 ○ Increase in line with the improvement in gross profit margin thanks to KAIZEN initiatives.</p> <p>(Details)</p> <ul style="list-style-type: none"> ○ Increase in facility management business (+12% yoy) ▲ Decrease in utility pole renewal work (-45% yoy) ○ Consolidation of branches in Tokyo (Ikebukuro, 2⇒1, 2/2019); cost reduction effects expected.  <p>Work for optical line connections</p>
<p>Multi-carrier</p> <p>Orders received : 86.7 (YoY change : - 1.6)</p> <p>Net sales : 87.6 (YoY change : + 3.5)</p>	<p>【Net sales】 ○ Increase due to increase in work for new frequencies (+4.2% yoy).</p> <p>【Gross profit】 ▲ Decrease due to the decline in gross profit margin given unsuccessful efforts to smooth mobile workload.</p> <p>(Details)</p> <ul style="list-style-type: none"> ▲ In mobile, net sales increased for new frequencies (+6% yoy), but margins dropped due to unsuccessful efforts to smooth workload. ▲ Net sales for NCC fixed-line work dropped slightly (-6% yoy) ○ In global, Myanmar demand slowed but FTTH work in Australia increased (+7% yoy) ○ Will acquire Toei Electric Telecommunication in 6/2019; profits expected to improve with the strengthening of construction work capabilities.  <p>Work for new frequencies</p>
<p>Environmental & Social Innovation</p> <p>Orders received : 43.7 (YoY change : - 10.6)</p> <p>Net sales : 50.3 (YoY change : + 6.3)</p>	<p>【Net sales】 ○ Decrease in air conditioning work, but off-set by increase in solar power and water utility work (+15.4% yoy)</p> <p>【Gross profit】 ○ Increase in line with improvement in gross profit margin thanks to initiatives to focus on profitability, and despite the drop in air conditioning work.</p> <p>(Details)</p> <ul style="list-style-type: none"> ○ Significant increase in net sales reflecting the completion of large-scale solar power projects for which orders were received in the previous year (+54% yoy) ○ Increase in water utility projects on the back of brisk infrastructure investments (+45% yoy) ▲ Decrease in air conditioning and satellite-related construction work (-5% yoy)  <p>Work for solar power</p>

項目	主な内容
<p>ICT Solutions</p> <p>Orders received : 92.4 (YoY change : + 6.4)</p> <p>Net sales : 90.9 (YoY change : + 6.3)</p>	<p>【Net sales】 ○ Increase due to robust LAN cabling work and goods sales in Japan and overseas, despite significant drop in work to resolve TV reception interference (+7.4% yoy) .</p> <p>【Gross profit】 ○ Increase despite drop in demand for TV reception-related work, thanks to increase in sales in other areas and improvement in gross profit margin.</p> <p>(Details)</p> <ul style="list-style-type: none"> ▲ Significant drop in work to resolve TV reception interference (-32% yoy; 14.1 bil. yen→9.6 bil. yen) ○ Strong performance at Lantrovision; domestic LAN/PBX work also robust (+11% yoy) ○ Increase in stock business with the launch of Osaka No. 1 Datacenter in 6/2018 (+30% yoy) ○ Strong mobile-related goods sales at Daimei Tsusan (+37% yoy)  <p>LAN/PBX cabling work</p>
<p>SG&A</p> <p>SG&A : 23.6 (YoY change : + 0.6)</p>	<ul style="list-style-type: none"> ▲ Increase in costs for consulting services regarding management integration (+0.3 bil. yen) ▲ Increase in personnel costs at Lantrovision
<p>Strengthening of business base including management integration</p>	<p>(Management integration with regional telecommunication construction companies by way of share exchange)</p> <ul style="list-style-type: none"> • 6-month (Oct-Mar) results for TTK and 3-month (Jan-Mar) results for Solcom and Shikokutsuken reflected <p>【Contribution】</p> <ul style="list-style-type: none"> ⇒TTK (Tohoku) net sales: 22.3 bil. yen/ op income: 1.6 bil. yen ⇒Solcom (Chugoku) net sales: 13.7 bil. yen/ op income: 0.8 bil. yen ⇒Shikokutsuken (Shikoku) net sales: 9.7 bil. yen/ op income: 0.6 bil. yen <ul style="list-style-type: none"> • Common understanding of business and governance targets and policies • Common understanding of synergies to be achieved (including systems integration)  <p>TTK</p>  <p>Solcom</p>  <p>Shikokutsuken</p> <p>(Strengthening of group-oriented management structure)</p> <ul style="list-style-type: none"> • M&A ⇒Tsukada Electrical Construction, Lantro Myanmar, [6/2019]Toei Electric Telecommunication • Merger of subsidiaries ⇒ Cottonet Engineering and Nara Construction, [6/2019] Solcom Meister and Ainet Telecommunication • Acquiring 100% ownership in consolidated subsidiaries: Lapisnet, Nissetsu, Hope Net, etc.

3. Shareholder Returns

- Comprehensive decisions on shareholder returns will be made based on the Company's basic policy to pay dividends consistently and its total shareholder return target of more than 30%, while also taking into consideration the Company's business results and cash position, among other factors.
- FYE 3/2019: Annual dividend forecast of 40 yen per share (interim: 20 yen, year-end: 20 yen) - an increase of 5 yen per share from the previous year
- FYE 3/2020: Annual dividend to be maintained at 40 yen per share; additionally, share repurchase of 2.5 bil. yen planned

Shareholder Returns



	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019	FYE March 2020 (forecast)
Total dividends	2.4 bil. yen	2.4 bil. yen	2.7 bil. yen	3.7 bil. yen	4.0 bil. yen
Net income	3.6 bil. yen	6.4 bil. yen	11.5 bil. yen	25.7 bil. Yen	15.0 bil. yen
Annual dividends per share	30 yen	30 yen	35 yen	40 yen	40 yen
No. of shares outstanding (thousands)	85,381	85,381	85,381	108,325	108,325
No. of treasury shares (thousands)	4,050	5,985	5,840	6,418	7,918
Share repurchase	—	2.5 bil. yen	—	—	2.5 bil.yen
Consolidated dividend payout ratio	67.2%	37.6%	24.1%	(Note) (23.6%) 13.5%	26.7%
Consolidated total return ratio	67.2%	76.6%	24.1%	(Note) (23.6%) 13.5%	43.3%
ROE	3.0%	5.2%	8.8%	(Note) (9.4%) 15.4%	—

(Note) Figures in () for consolidated dividend payout ratio, consolidated total return ratio and ROE exclude the impact of negative goodwill from the recent acquisitions.



II. New Medium-term Management Plan

(FY2019-2021)

1. Outline of New 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%.

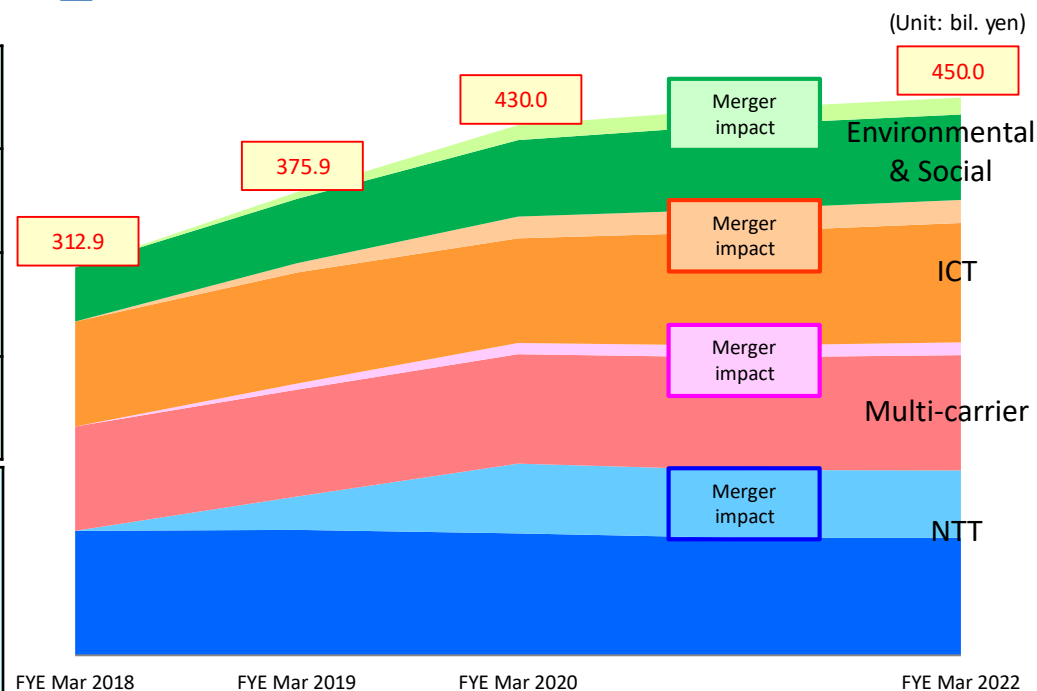
Theme of New Medium-term Management Plan

- 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

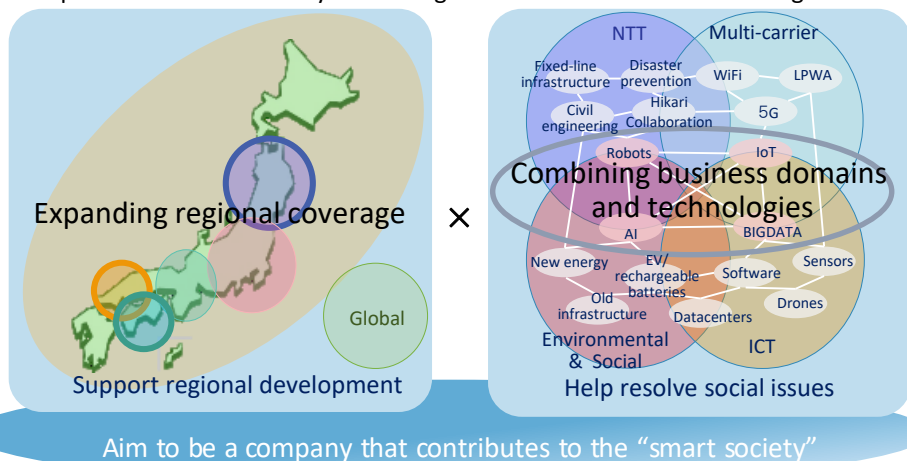
Net sales



2. Key Initiatives under the New Medium-term Management Plan

Generating new business opportunities

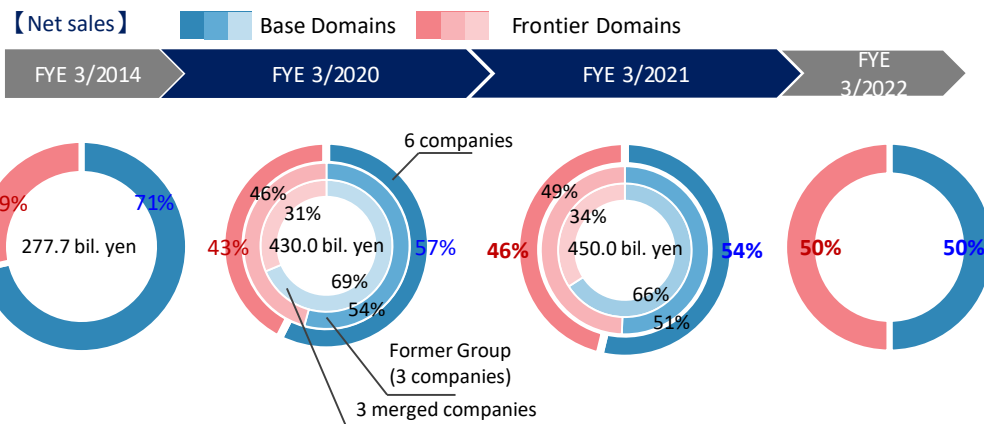
- Support regional development by leveraging the expanded regional coverage achieved through management integration.
- Help resolve social issues by combining business domains and technologies.



Transforming the business structure

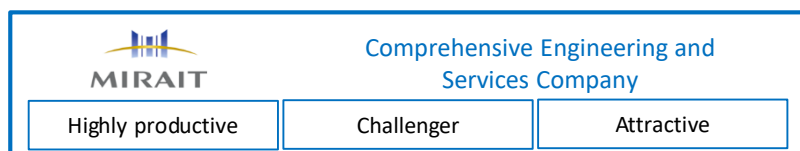
- Accelerate the transformation of the business structure (shift from base domains to frontier domains) to achieve business growth, and promote the shift to quality within the frontier domains (profit-oriented).

※ 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.





III. Business Plan for the Fiscal Year Ending March 2020

1. Business Plan for the Fiscal Year Ending March 2020

Units: bil. yen	FYE March 2019	FYE March 2020		
	Full-year Results	Full-year Plan	YoY Change	
			Amount	%
Orders received	392.6	420.0	+ 27.4	+ 7.0%
Net sales	375.9	430.0	+ 54.1	+ 14.4%
NTT	128.3	155.0	+ 26.7	+ 20.8%
Multi-carrier	92.5	98.0	+ 5.5	+ 5.9%
Environmental & Social Innovation	56.3	74.0	+ 17.7	+ 31.4%
ICT Solution	98.7	103.0	+ 4.3	+ 4.4%
Gross profit (Gross profit margin)	46.9 (12.5%)	50.5 (11.7%)	+ 3.6 (- 0.8p)	+ 7.7%
SG&A (SG&A ratio)	26.2 (7.0%)	29.0 (6.7%)	+ 2.8 (- 0.3p)	+ 10.7%
Operating income (Operating income ratio)	20.6 (5.5%)	21.5 (5.0%)	+ 0.9 (- 0.5p)	+ 4.4%
Ordinary income (Ordinary income ratio)	21.9 (5.8%)	23.0 (5.3%)	+ 1.1 (- 0.5p)	+ 5.0%
Net income (Net income ratio)	25.7 (6.8%)	15.0 (3.5%)	- 10.7 (- 3.3p)	- 41.6%

Key Highlights	
<p>Net sales and operating income to increase due to full-year contribution of merged companies</p>	
<ul style="list-style-type: none"> ● Net sales: A significant increase to 430.0 bil. yen (+54.1 bil. yen yoy) 	<p>⇒ NTT: +26.7 bil. yen yoy to be achieved with the full-year contribution of the 3 merged companies (total for 3 merged companies: 56.0 bil. yen), despite the anticipated decline in sales at the former group companies.</p> <p>⇒ Multi-carrier: +5.5 bil. yen yoy, with work for new frequencies gaining full momentum (total for 3 merged companies: 9.0 bil. yen).</p> <p>⇒ Environmental & Social Innovation: +17.7 bil. yen yoy, due to completion of large-scale solar power and civil engineering projects, as well as the earnings contribution from the newly acquired company, Tsukada Electrical Construction (total for 3 merged companies: 12.0 bil. yen)</p> <p>⇒ ICT Solutions: +4.3 bil. yen yoy, due mainly to the increase in PC and servers to educational facilities at Shikokutsuken, despite the drop in work to resolve TV reception interference at the former group companies (total for 3 merged companies: 17.5 bil. yen)</p>
<ul style="list-style-type: none"> ● Gross profit: 50.5 bil. yen (+3.6 bil. yen yoy), but gross profit margin is expected to drop due to lower profitability at merged companies and the decrease in TV reception-related work. 	
<ul style="list-style-type: none"> ● SG&A: 29.0 bil. yen (+2.8 bil. yen yoy), but SG&A ratio is expected to improve to the 6% range with various cost-cutting initiatives. 	
<ul style="list-style-type: none"> ● Operating income: 21.5 bil. yen (+0.9 bil. yen yoy) 	
<ul style="list-style-type: none"> ● Net income: 15.0 bil. yen (-10.7 bil. yen yoy) given the absence of extraordinary gains from the management integration recorded in the previous fiscal year. 	

(Reference) Business Plan for the Fiscal Year Ending March 2020 (Former Group)

* Former Group is Mirait, Mirait Technologies and Lantrovision.

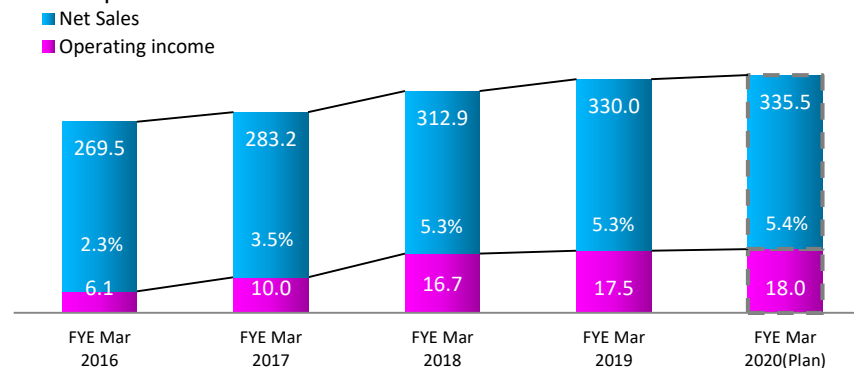
Units: bil. yen	FYE March 2019	FYE March 2020		
	Full-year Results	Full-year Plan	YoY Change	
			Amount	%
Orders received	320.4	325.5	+ 5.1	+ 1.6%
Net sales	330.8	335.5	+ 4.7	+ 1.4%
NTT	101.8	99.0	- 2.8	- 2.8%
Multi-carrier	87.6	89.0	+ 1.4	+ 1.6%
Environmental & Social Innovation	50.3	62.0	+ 11.7	+ 23.3%
ICT Solution	90.9	85.5	- 5.4	- 5.9%
Gross profit (Gross profit margin)	41.3 (12.5%)	41.5 (12.4%)	+ 0.2 (- 0.1p)	+ 0.5%
SG&A (SG&A ratio)	23.6 (7.1%)	23.5 (7.0%)	- 0.1 (- 0.1p)	- 0.4%
Operating income (Operating income ratio)	17.6 (5.3%)	18.0 (5.4%)	+ 0.4 (+ 0.1p)	+ 2.3%
Ordinary income (Ordinary income ratio)	18.7 (5.7%)	19.0 (5.7%)	+ 0.3 (0.0p)	+ 1.6%
Net income (Net income ratio)	13.5 (4.1%)	12.5 (3.7%)	- 1.0 (- 0.4p)	- 7.4%

Key Highlights

Aim for 4th consecutive year of sales and profit growth on the back of mega-solar project completions, despite decrease in TV reception-related work

- Net sales: +4.7 bil. yen yoy due to completion of large-scale solar power projects despite decrease in work to resolve TV reception interference.

<Historical performance and forecast>



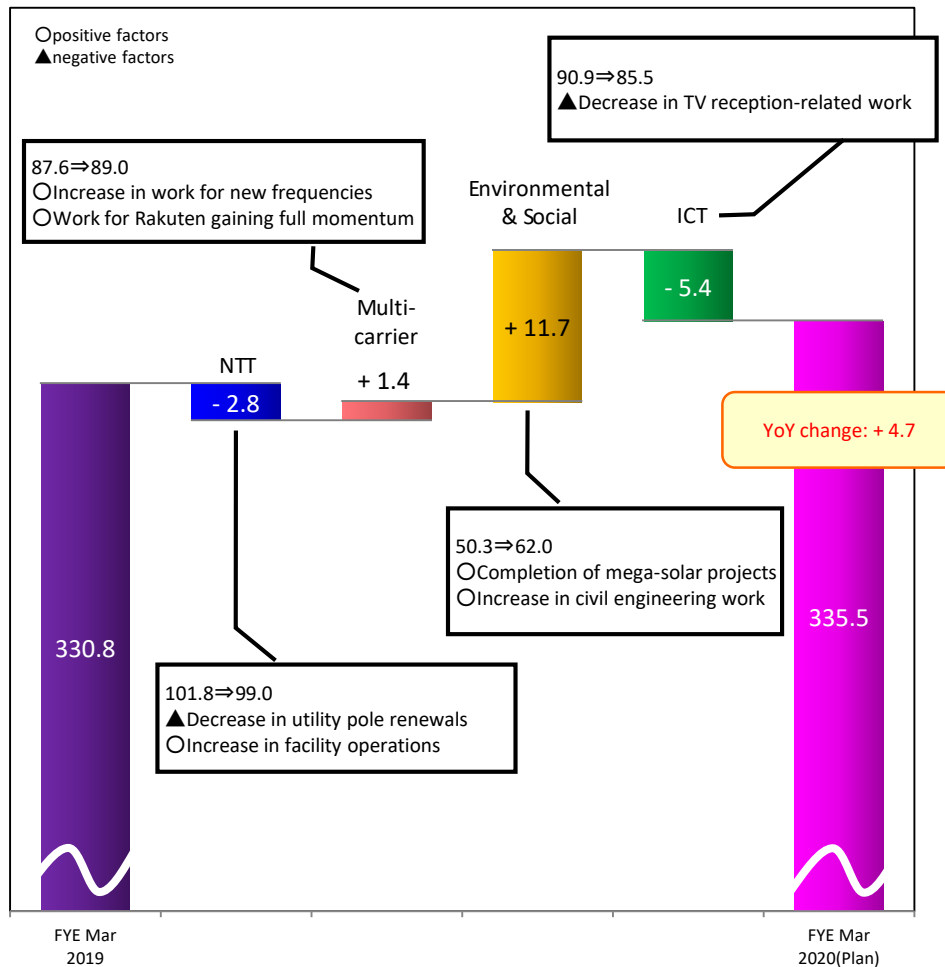
- Gross profit: +0.2 bil. yen yoy in line with sales growth, but gross profit margin is expected to drop due primarily to decrease in TV reception-related work.
- SG&A: -0.1 bil. yen yoy due to decrease in one-off management integration costs. SG&A ratio to also improve.
- Operating income: +0.4 bil. yen yoy
- Net income: -1.0 bil. yen yoy

Detailed Analysis of Net Sales [YoY Comparison]

- **NTT**: decrease in utility pole renewal work
- **Multi-carrier**: work for new frequencies and Rakuten to gain full momentum
- **Environmental & Social Innovation**: increase in completed projects for large-scale solar power and civil engineering
- **ICT Solutions**: decrease in work to resolve TV reception interference

Net sales

(Unit: bil. yen)

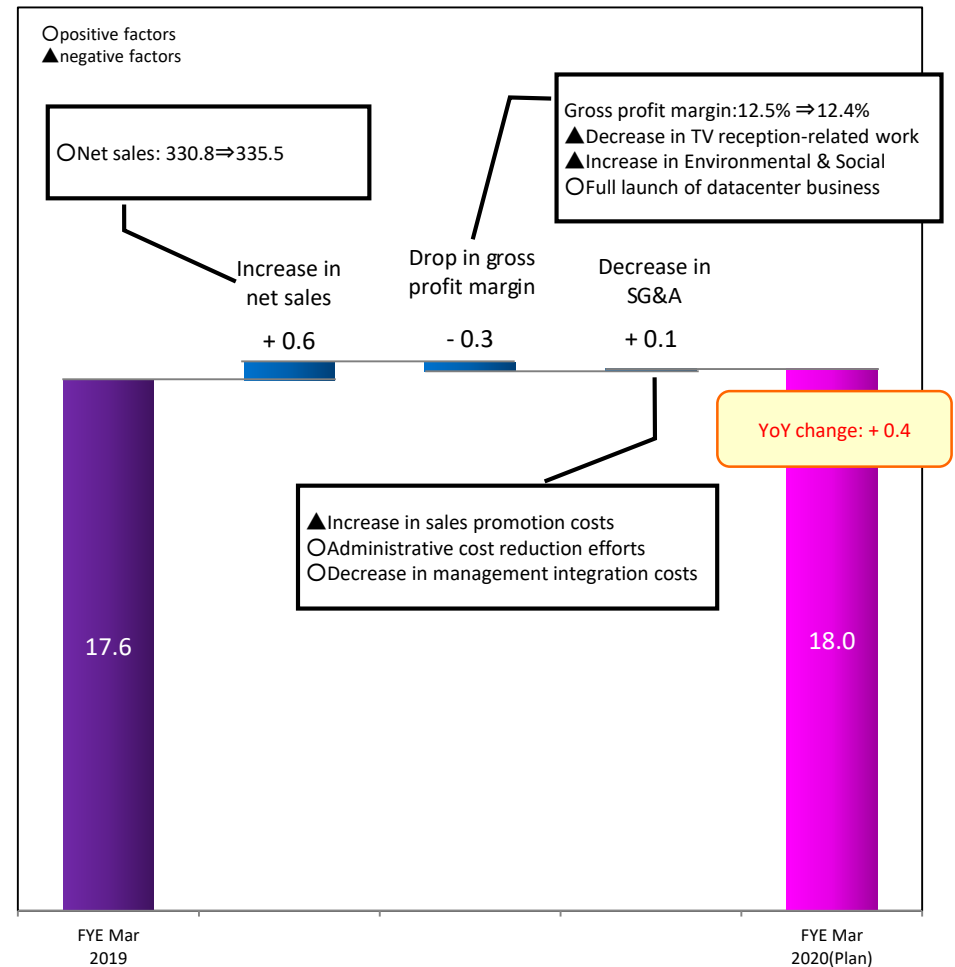


Detailed Analysis of Operating Income [YoY Comparison]

- **Impact of increase in net sales**: +0.6 bil. yen
- **Decline in gross profit margin due to decrease in TV reception-related work**: -0.3 bil. yen
- **Improvement in SG&A including decrease in management integration costs**: -0.1 bil. yen

Operating income

(Unit: bil. yen)

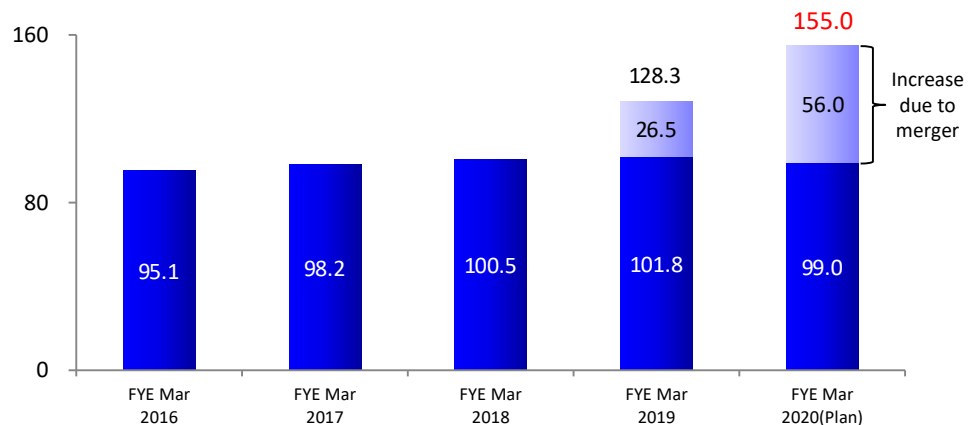


2. Trends in the NTT Business

- NTT's investment activities continue to slow down, but non-capex work (accounted for by NTT as operating expense), such as those to remove lead-in wires, remain abundant.
- Access work such as utility pole renewals will decrease, but the decline in sales will be offset through active facility management proposals and the expansion of facility management operations.
- Improve on profitability by generating synergies through the integration of 5 companies (including systems integration) and controlling of capacity utilization nation-wide.

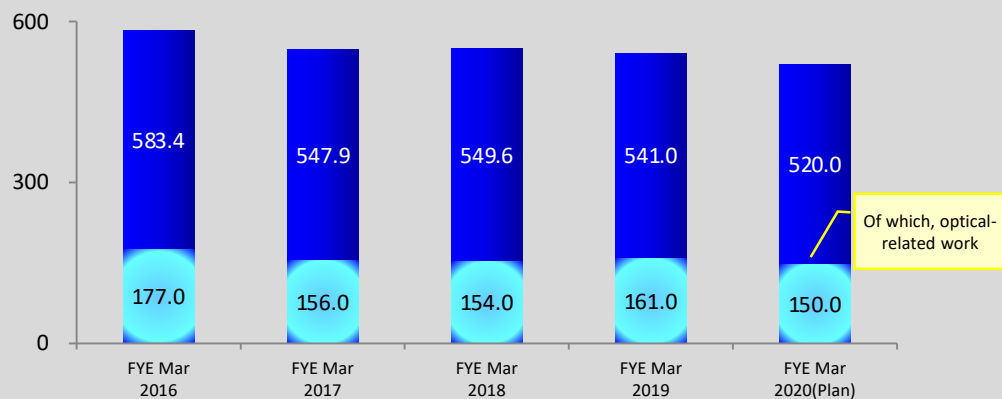
Net sales

(Unit: bil. yen)



Capital investments by NTT East and NTT West

(Unit: bil. yen)



(Notes) 1. NTT figures based on IFRS from FYE 3/2018 (Regional communications business)

2. Figures for optical-related work from FYE 3/2019 reflect investment plans submitted to the government.

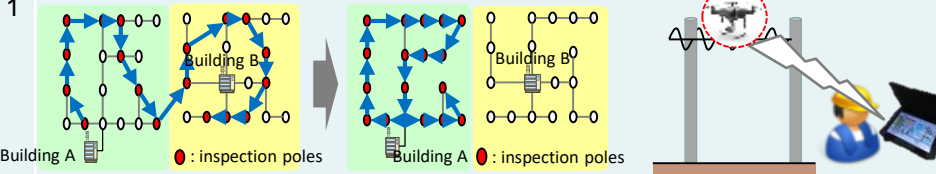

Source: MIRAIT from company information

Key initiatives

	Initiatives	
Sales growth	Facility improvement proposals	<ul style="list-style-type: none"> • Continued efforts to sell proposals ⇒ Continuous facility renewals by conducting inspections by unit area (area-round method) • Facility renewal proposals through daily inspection ⇒ Renewal of faulty infrastructure equipment (e.g. maintenance hatches)
	Facility management	<ul style="list-style-type: none"> • Expanding on-premises building maintenance in Kansai area ⇒ +414 buildings from previous fiscal year (698→1,112) ⇒ Repairs and facility management
Profit growth	Consolidation of branch offices	<ul style="list-style-type: none"> • Consolidation of branch offices to improve productivity ⇒ Target to reduce branch offices by around 30% (70 locations → roughly 50 locations nationwide)
	Promoting efficiency through use of IT	<ul style="list-style-type: none"> • Achieve efficiency by adopting IT ⇒ Managing workers/ tools using QR codes ⇒ Use of 360° cameras (visualization of construction site, improved efficiency)
	Strengthening group-oriented operations	<ul style="list-style-type: none"> • Strengthen group-oriented operations at JV level ⇒ Visualization of capacity utilization and nationwide capacity control ⇒ Group-wide support in case of natural disasters and during busy season
	KAIZEN initiatives for 5 companies	<ul style="list-style-type: none"> • Generate synergies through collaborative KAIZEN activities across 5 companies • Systems integration

Sales growth through facility improvement proposals

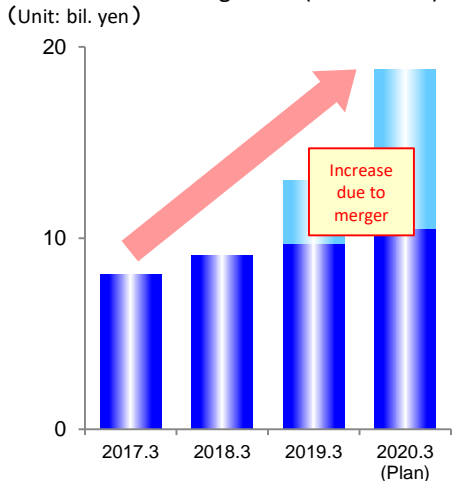
Facility renewal proposals through daily inspections and by unit area

No	Initiatives
1	<p>Facility renewal proposals based on inspections by unit area (area round method)</p> <p>Inspection of utility poles Reduce capacity utilization by 20% by grouping inspection sites</p> <p>Use of drones Improve inspection quality by using effective tools</p> 
2	<p>Facility renewal proposals based on daily inspections</p> <p>① Faulty maintenance hatches ② Faulty bridge conduit ③ Corroded pipe conduit</p> 

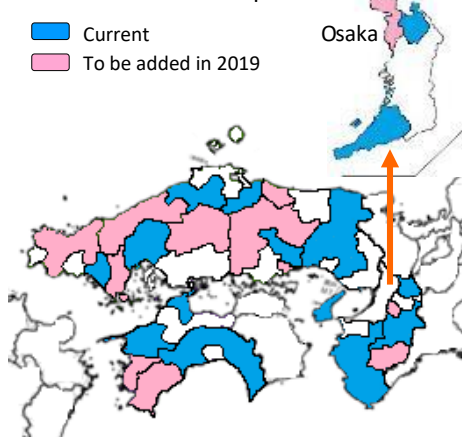
Growth in facility management operations

On-premises building maintenance service in Kansai area (repairs/ facility management)

<Net sales growth (nationwide) >



<On-premises maintenance locations in West Japan >



Consolidation of branch offices



Combined 2 construction branch offices to 1 in Ikebukuro, Tokyo



Future plans

- Chiba (Naganuma: 2⇒1 in 12/2019; Narita: 3⇒1 in 7/2020)
- Kanagawa (3⇒1, currently under consideration)

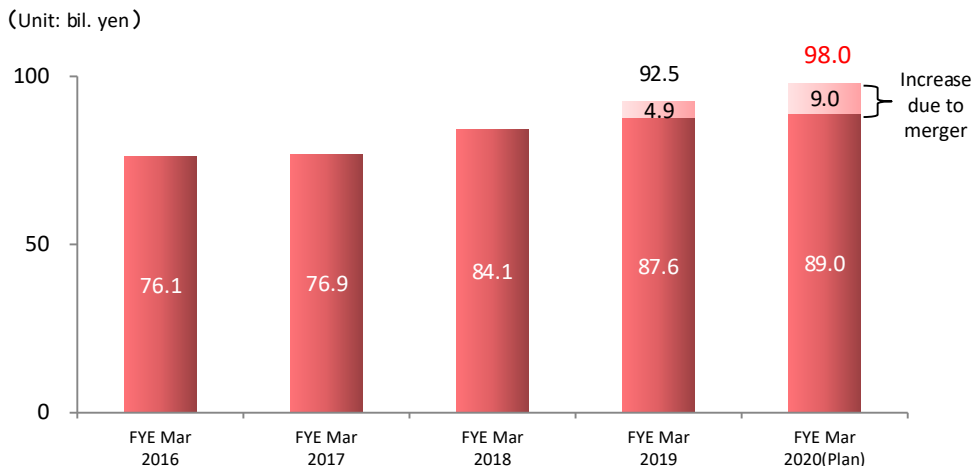
Efforts to enhance efficiency through use of IT

No	Initiatives
1	<p>Use of QR codes</p> <ul style="list-style-type: none"> QR codes used to manage worker attendance ⇒ Management of daily attendance of workers QR codes used to mark expiry dates on tools ⇒ Efficient daily and monthly inspections 
2	<p>Use of 360° cameras for efficiency</p> <ul style="list-style-type: none"> Visualization of construction sites ⇒ Checks on work process ⇒ Checks on work safety Efficient designing ⇒ Reduce time to photograph site during field study ⇒ Prevent omission of photographs 

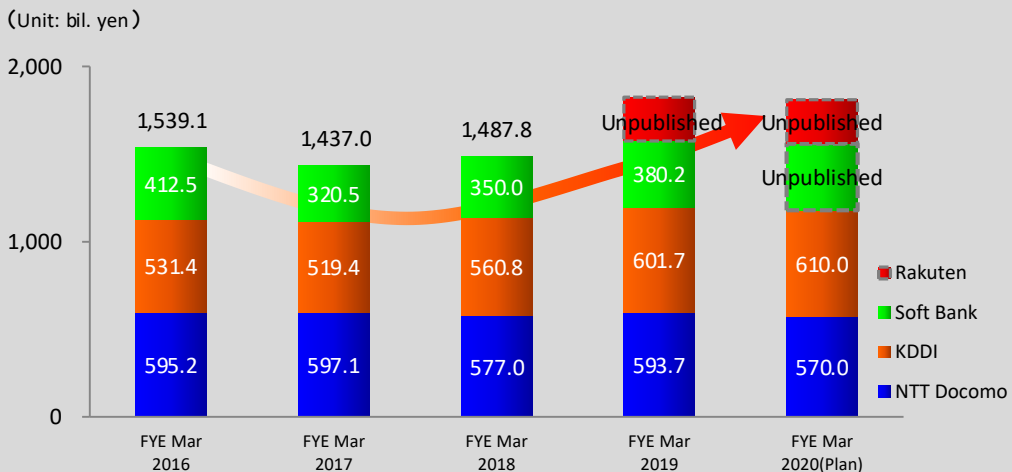
3. Trends in the Multi-carrier Business

- Investment activities of mobile carriers remain strong on the back of continued demand in work for advancements in 700MHz/3.5GHz-related work.
- Sales growth with work for new frequencies (1.7GHz/3.4GHz) gaining full momentum and start of work for Rakuten Mobile.
- Expect work to establish 5G network to begin (4/10/2019: allocation of frequencies announced).

Net sales



Capital investments by the three major mobile carriers

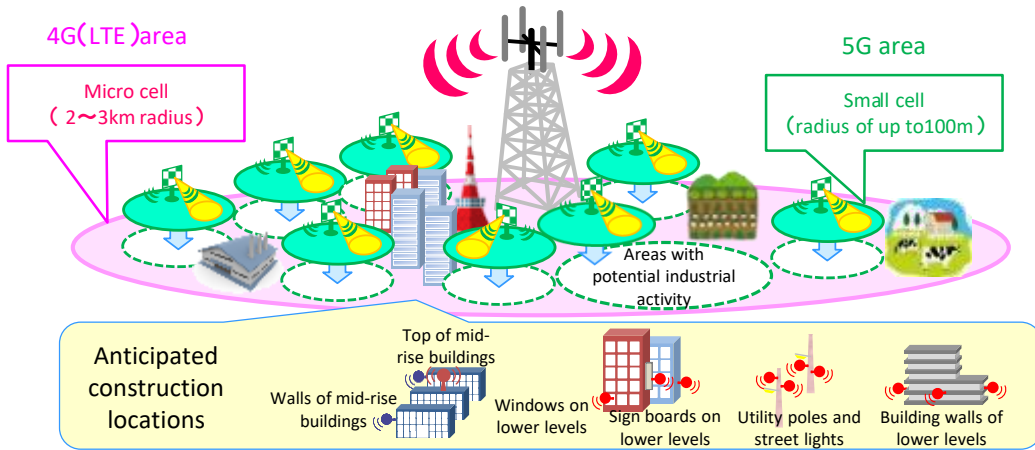


Key initiatives

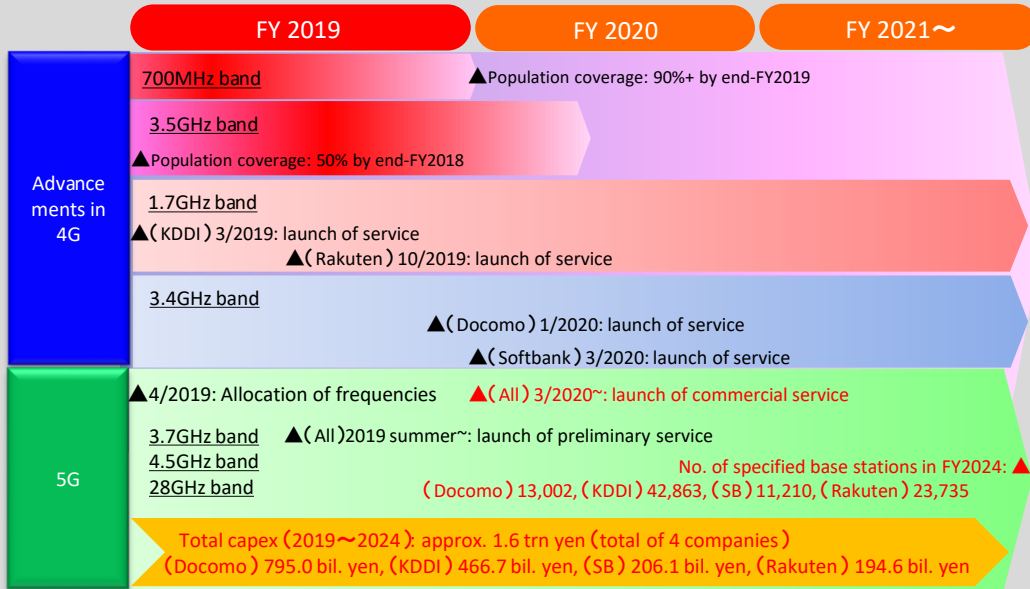
	Initiatives	
Sales growth	Growth in work for advancements in 4G/ new frequencies	<ul style="list-style-type: none"> • Promote 3.5GHz/700MHz-related work <ul style="list-style-type: none"> ⇒Group-wide support to boost resources ⇒Enhance administrative processes and progress management • Measures in light of launch of 1.7GHz/3.4GHz services
	Work to improve reception quality	<ul style="list-style-type: none"> • Olympics areas • Regional road tunnels • Regional areas with poor reception
	Expanding business domains	<ul style="list-style-type: none"> • Start of work for Rakuten Mobile • 5G-related work <ul style="list-style-type: none"> ⇒Preparation, verification tests, network construction • Initiatives for infrastructure sharing
Profit growth	Promoting efficiency	<ul style="list-style-type: none"> • Use of systems to enhance efficiency of administrative and on-site operations <ul style="list-style-type: none"> ⇒Project and site management systems ⇒On-site management tools (such as i-Construction※) ⇒Use of RPA(Robotic Process Automation) • Efforts to smooth operational workload
	Enhancing work capabilities	<ul style="list-style-type: none"> • Cooperation with subsidiaries to enhance work capabilities <ul style="list-style-type: none"> ⇒Acquired 100% ownership in Toei Electric Telecommunication ⇒Seconding of employees
	Global	<ul style="list-style-type: none"> • Sales growth to improve profits (Australia) • Take measures to stabilize operations following the decline in sales (Myanmar)

Trends in mobile business (5G)

- Network to be established based by 10km grids in all urban and regional potential industrial areas nationwide
 - ⇒ 5G base stations (parent station) to be set up in more than 50% of the grids within 5 years
 - ⇒ Service to be launched in all prefectures within 2 years
- Illustration of 5G network (at initial launch in 2020)



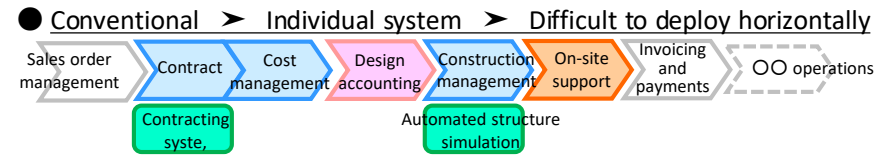
Trends in the mobile business



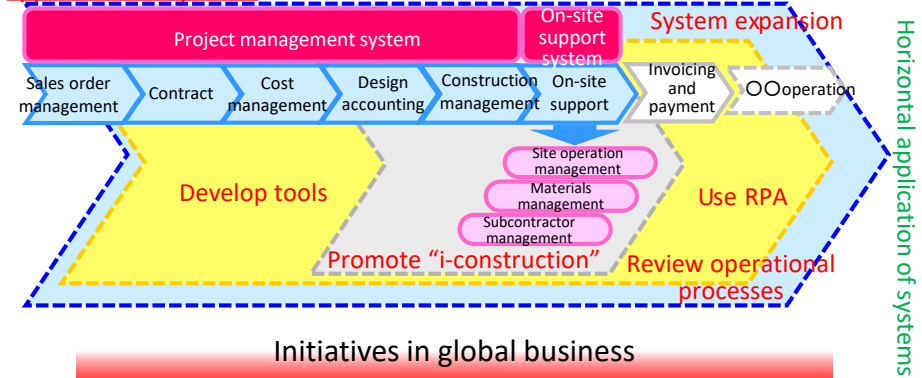
Source: MIRAIT from materials disclosed by the Telecommunications Bureau (MIAC)

Adopting IT systems in mobile business

- Aim to adopt common system across 5 group companies in 2 to 3 years

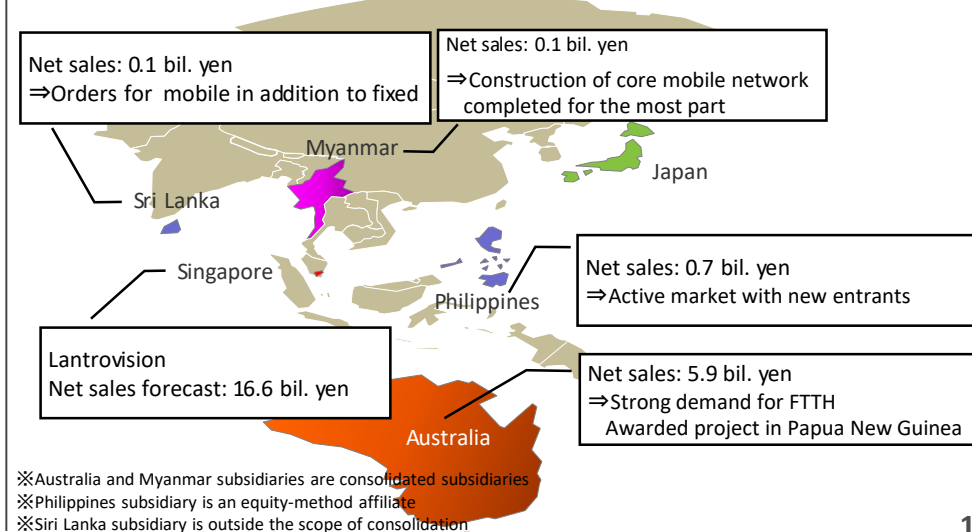


- Future ➤ Adopt IT systems ➤ Improve productivity through horizontal application of systems



Initiatives in global business

- Net sales target for Group: 23.0 bil. yen
(of which multi-carrier: approx. 6.5 bil. yen, ICT (Lantrovision): approx. 16.5 bil. yen)

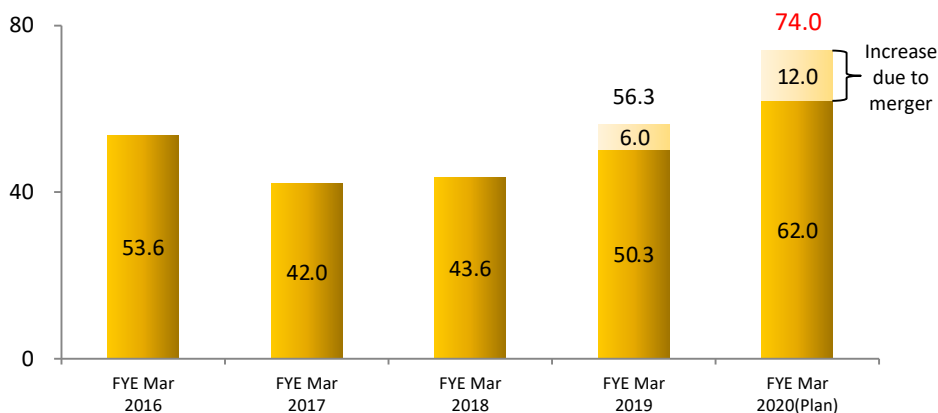


4. Trends in the Environmental & Social Innovation Business

- Net sales growth due to increase in completed projects for mega-solar and civil engineering.
- In solar power, shifting from mega-solar projects to work for self-consumption solar power systems (roof-top solar panels at multiple stores) and O&M business.
- Focus on growing orders for infrastructure-related construction work (laying of power lines underground, EV chargers, LED installment for street lights, road-side lighting facilities) toward 2020

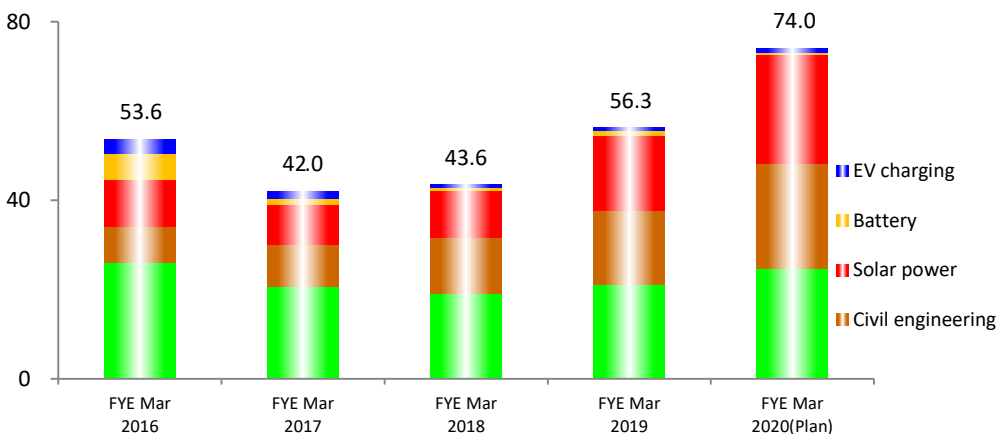
Net sales

(Unit: bil. yen)


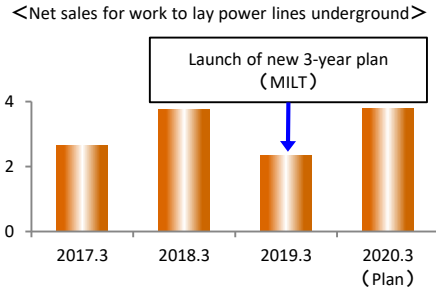



Breakdown of net sales

(Unit: bil. yen)



Key initiatives

Initiatives	
New Energy	<p>【Solar power】</p> <ul style="list-style-type: none"> ● Roof-top middle solar facilities + rechargeable batteries (self-consumption power systems) ⇒home centers, transport co., drug stores, etc. ● O&M (as of end-3/2019) ⇒15 power generation facilities across Japan (Net sales target for FYE3/2020: 0.5 bil. yen) ● Mega-solar construction work ⇒7 projects completed in FY2018 (30MW) ⇒12 projects ongoing (195MW) in various locations nationwide <p>【Other new energy】</p> <ul style="list-style-type: none"> ● EV chargers ⇒Collaboration with manufacturers (net sales target: 0.9 bil. yen) 
Civil engineering, etc.	<p>Expand work to lay power lines underground (Net sales target 3.8 bil. yen) ⇒Around venues for Tokyo Olympics</p> <p>Sewage pipeline work for Tokyo</p> <p><Net sales for work to lay power lines underground></p> 
Electrical/lighting	<ul style="list-style-type: none"> ● LED installment work for municipalities (Net sales target: 1.4 bil. yen) ● Instalment of lighting facilities in highways ● Business expansion through newly acquired subsidiaries ⇒Nishinihon Denko (Kyushu), Tsukada Electrical Construction (Tohoku) 

Initiatives in solar power-related business

From FIT to self-consumption systems + O&M

2010~
Household power generation



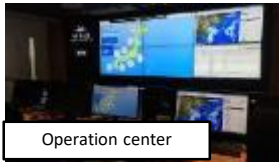
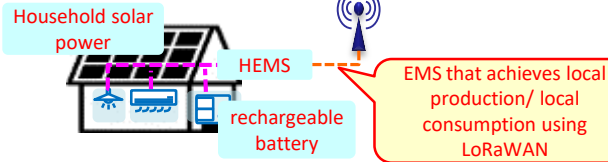
Self-consumption solar power

(demand driven by roof-top solar power + rechargeable battery + HEMS)
⇒ work for supermarkets, home centers, housing manufactures



Building "smart communities" using IoT

(Public housing for disaster-affected victims in Namie-machi)



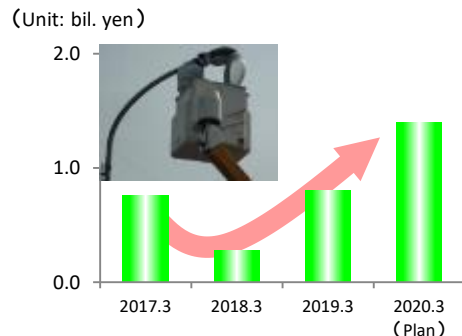
Solar power O&M

⇒ Monitoring and maintenance of mega-solar facilities using own operation center

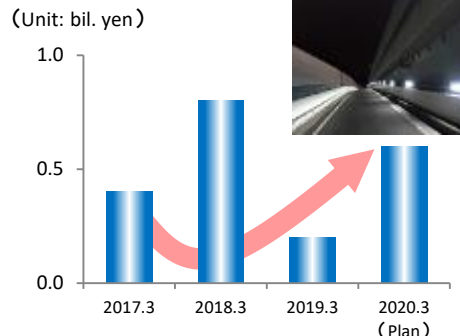
Initiatives for road lighting facilities-related work

- Increase in work to install LED street lights for municipalities to reduce power consumption and to prevent crime.
- Increase in work to install lights and ETC equipment in highways to upgrade facilities and to prevent accidents.

< Installment of LED street lights >



< Road-related work >



Initiatives in civil engineering

- Project in Ponto-cho, Kyoto to lay power lines underground: **Adopted various new construction methods for work in narrow roads.**

【Key features】

- Use of large construction machinery difficult due to requirement to preserve landscape
- New methods adopted to shorten the construction period.



- Water utility conduit work

Large propulsion project awarded by Tokyo Met. Water Bureau

Installation of propulsion machine



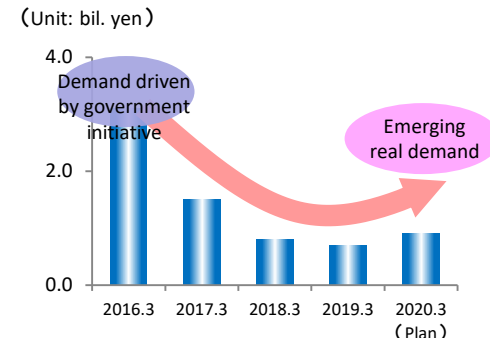
Φ800mm propulsion machine



Initiatives for EV charger installment work

- Automakers stepping up development of EVs
⇒ Mirait installed 1,300 EV chargers to date
⇒ Going forward, Mirait will **provide "one-stop service" for EVs: implementation planning, design, construction, systems operation and maintenance**

< Net sales >



Lack of EV chargers
(on highways, etc.)

EV charger installation by companies promoting use of renewable energy

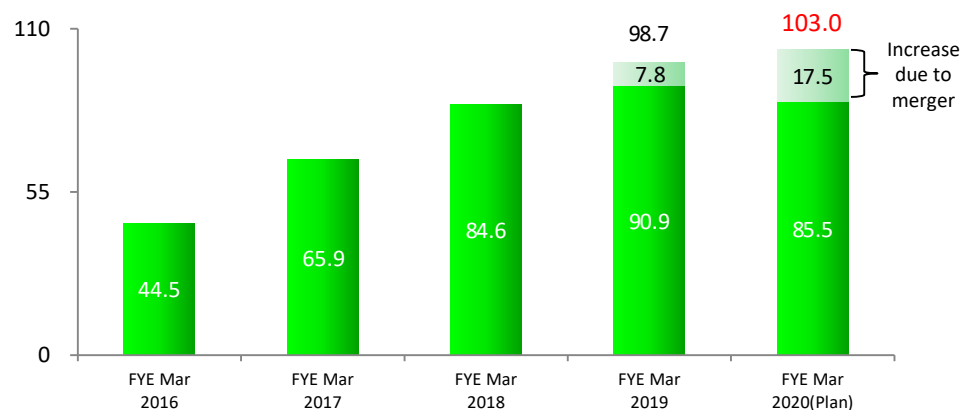
Expand EV charger installation work

5. Trends in the ICT Solution Business

- **8**Maintain operating income ratio at 8% level at Lantrovision following the clean-up of unprofitable projects.
- Actively cultivate **Olympics-related business opportunities** (LAN, Wi-Fi, security-related, etc.)
- Sales to decrease for work to resolve 700MHz TV reception interference.

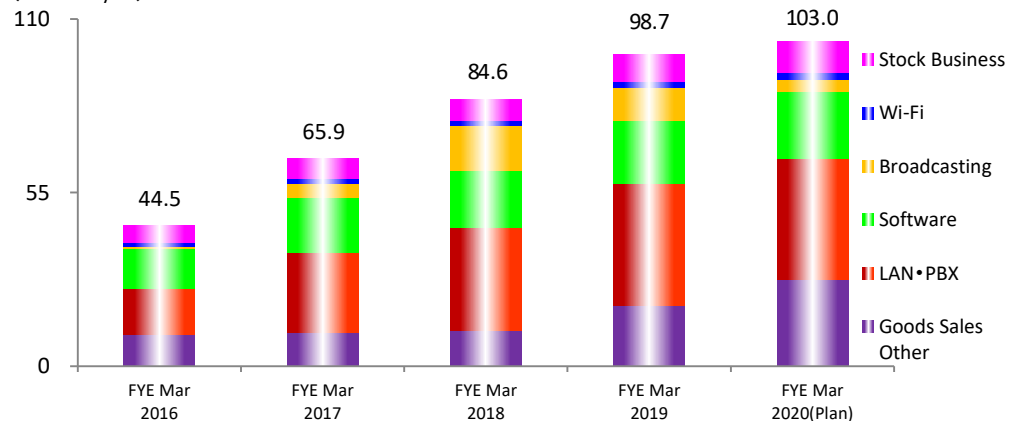
Net sales

(Unit: bil. yen)






Breakdown of net sales

(Unit: bil. yen)

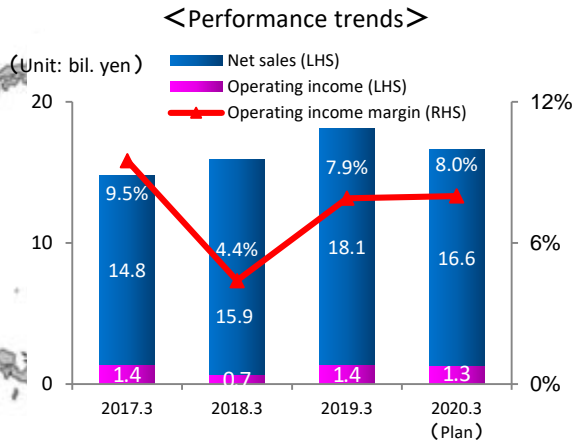
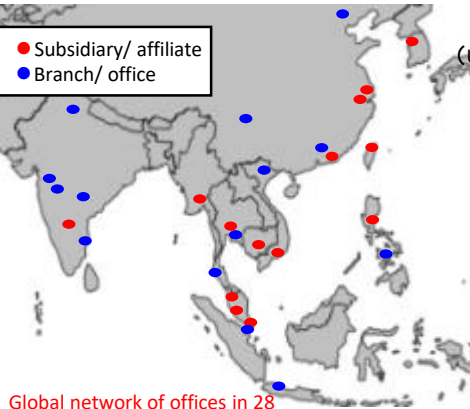


Key initiatives

Initiatives	
LAN/PBX/telecommunications equipment	<ul style="list-style-type: none"> • Strengthen collaborative sales efforts with Lantrovision (domestic/ overseas) • ICT work for Olympics/ Paralympics facilities  <p>LAN cabling work</p>
Stock Business/Data Center	<ul style="list-style-type: none"> • Construction/ launch of operations at own datacenter (in full operation from 5/2019) • Expand services through network DC <ul style="list-style-type: none"> ⇒Floor OEM service ⇒Total DC management service ⇒Virtual network DC service • Contact center solutions <ul style="list-style-type: none"> Promote proprietary product "Casting Table 3.0" (as of end 3/2019) adopted at 74 companies/ 280 locations ⇒Promote the use of cloud and expand stock business  <p>Osaka No.1 Data Center</p>
Cloud/ NW	<ul style="list-style-type: none"> • Meet corporate customers' need to adopt advanced technologies <ul style="list-style-type: none"> ⇒NW creation using SD-WAN※ ※ Software Defined Wide Area Network. Improves NW performance and cost reduction through software routing (connection) ⇒Use of HCI※ virtualization platform technology ※Hyper Converged Infrastructure. Reduces operational burden by adopting simple infrastructure that combines server, storage and virtual functions.
Wi-Fi	<ul style="list-style-type: none"> • Promote Wi-Fi installation <ul style="list-style-type: none"> ⇒Hotel, retail facilities, stadiums, multi-store users, etc. ⇒High-security service (Log storage service, etc) ⇒Propose package with NW equipment and surveillance cameras  <p>Stadium Wi-Fi</p>
Goods sales	<ul style="list-style-type: none"> • PC and servers to schools (Shikokutsuken) • Mobile-related goods(Daimeiri Tsusan)

Lantrovision's overseas business strategy

- Sound business environment across Asia; expanding business in new areas in Myanmar.
- Maintain operating income ratio at 8% level following clean-up of unprofitable projects.
- Aim to further expansion of regions and business domains.



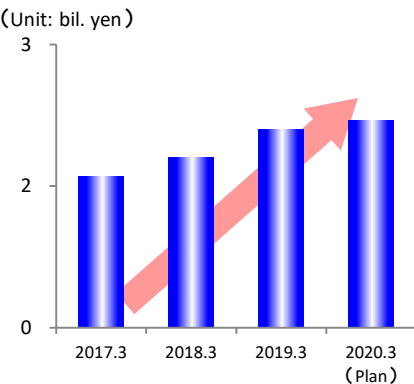
※Operating income is before goodwill amortization

Initiatives in Wi-Fi

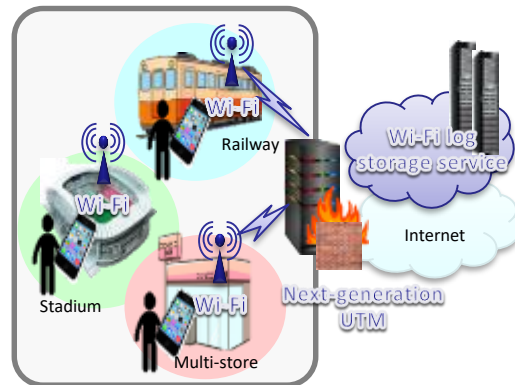
- Increase in demand to establish Wi-Fi(hotels, nationwide chain stores, src.)
- Provide solutions using Wi-Fi (ee-TaB*, stadium Wi-Fi)
⇒ ee-TaB* adopted in 26 hotels/ approx. 5,000 rooms (end 3/2019)



<Net sales from Wi-Fi work>



<Wi-Fi + High-security service>



Initiatives in datacenter business

- Development and operation of own datacenter



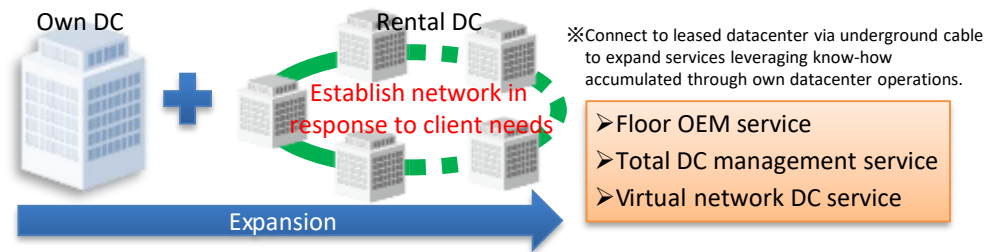
Osaka No.1 Data Center

6/2018: Launched operations at Osaka No 1. Datacenter



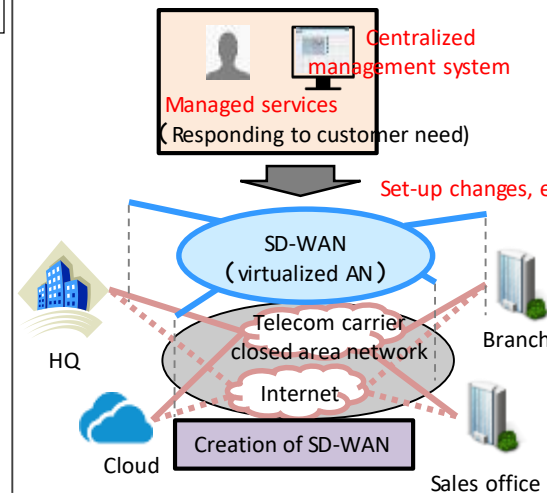
5/2019: All floors occupied and running at full capacity

- Expand services through network DC

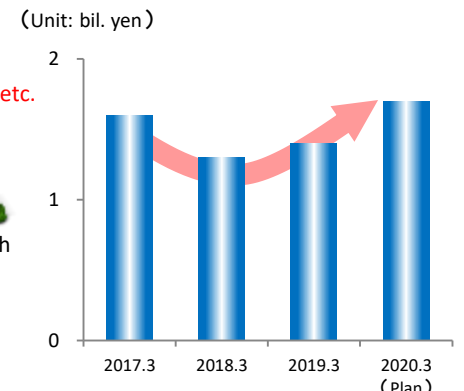


Initiatives in SD-WAN

- Respond to corporate customers' need to adopt advanced technologies.
- SD-WAN allows for quick set-up changes and centralized management of equipment.



<Net sales from cloud/ NW-related work>

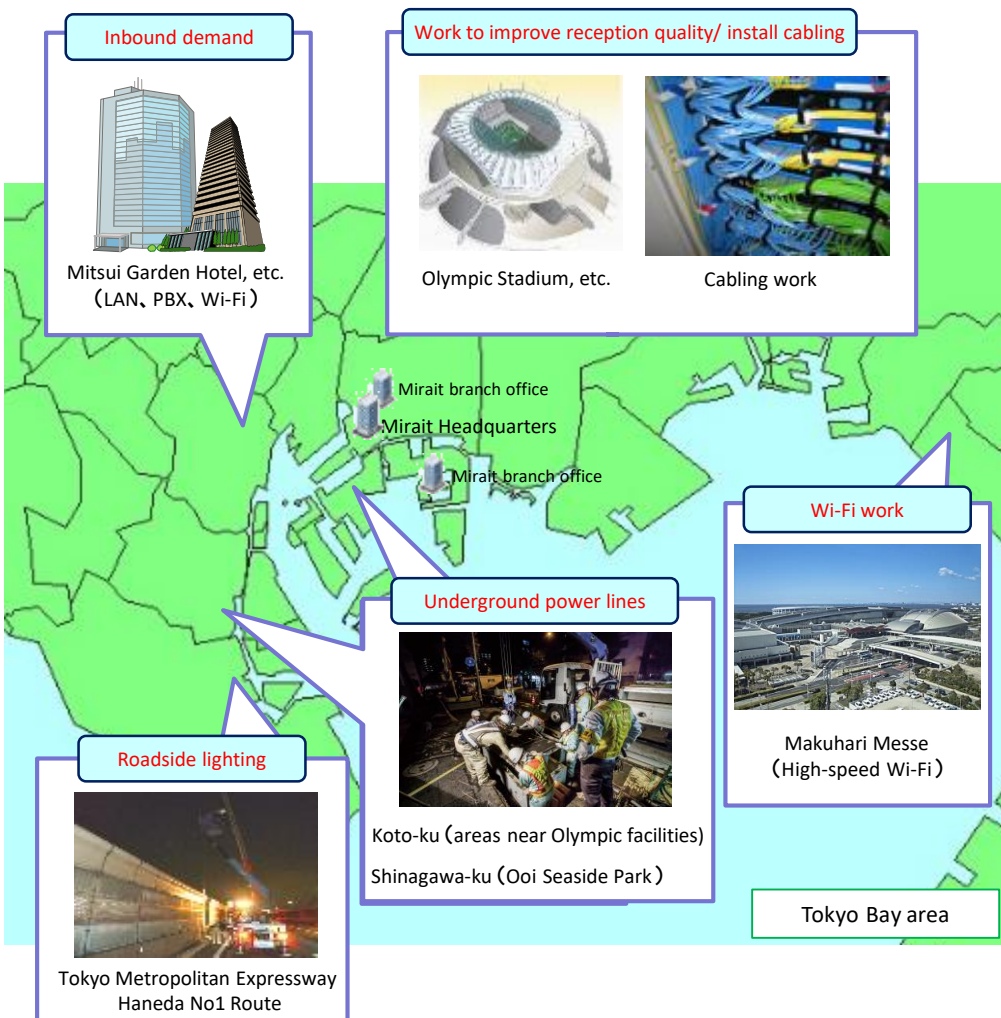


6. Initiatives in New Solutions

Cultivating business opportunities in light of the Olympics

- The Mirait Group, being **headquartered in the local area, is actively engaging in work to build communications infrastructure and lay underground power lines in the Tokyo Bay area.**
- Expanding business by cultivating new business areas in collaboration with telecom companies and major construction companies, in light of the upcoming 2020 Tokyo Olympic Games.

Examples



(Mobile sensors) Initiatives in drone business

- Offer wide range of services in areas such as facility inspection, measurement, agriculture, disaster recovery, by leveraging the Company's telecommunication construction work capabilities (human resources and organization) as well as business alliances.

① Human resources/ locations

• JUIDA SCHOOL AWARDS 2019 GOLD

- ⇒ Trained the most number of pilots among 212 JUIDA certified schools
- ⇒ Total of 412 pilots since 10/2017



• Established "Drone Techno Port" for wide-area service

- ⇒ Established network of pilots through alliances primarily with partner telecommunication construction companies
- ⇒ 40 service locations nationwide with 110 pilots (as of 3/2019)

② Systems

• "Drone Leasing Service" launched in collaboration with NTT Finance

- ⇒ Leasing of drones as a package with insurance and maintenance to municipalities and corporates

③ Alliances

• Facility inspection service for telecommunication carriers

- ⇒ Inspection of communication facilities in Kansai area (approx. 200) and buildings (approx. 20)



• "Everyday Drone" operation for Komatsu

- ⇒ User training, operations, equipment maintenance
- ⇒ Investigation of runoff soil in disaster-affected areas (Hiroshima)

• "Surveying of rice field growing conditions" for Farm Eye (JV between Yanmar and Konica Minolta)

- ⇒ Trained pilots and photographed 2,000 ha in Tohoku and Kanto

• Awarded roof inspection service for Fukita City Budokan facility by Nankai Building Service

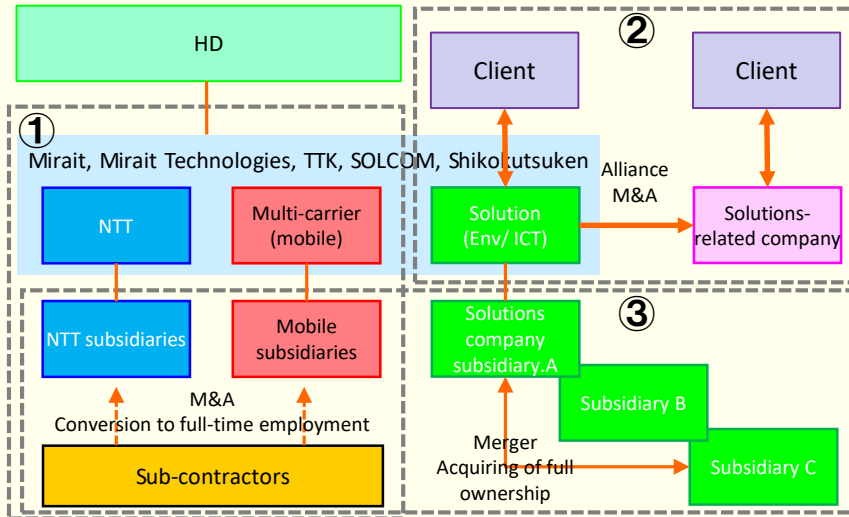
- ⇒ 1/10 cost and 1/5 time for inspection compared to conventional method using scaffolds, and safer.



7. Initiatives to Build a Stronger Business Base

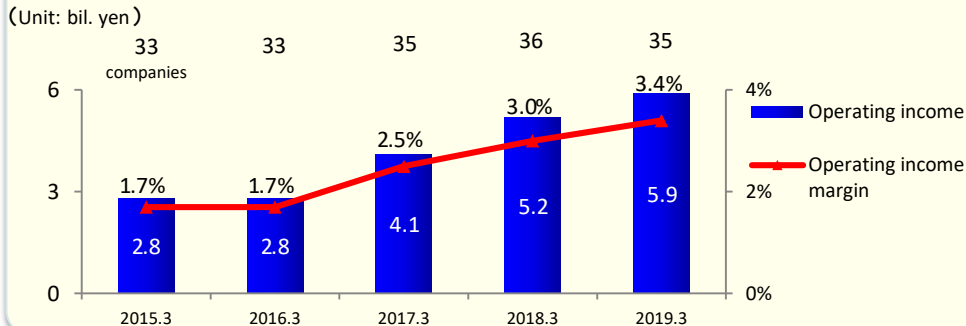
Strengthening the group's business operations

➤ Strengthen group-oriented management to enhance work capabilities, client base and profit structure.



- ① Strengthening NTT and Multi-carrier businesses
⇒ Acquisition of Toei Electric Telecommunication (scheduled for 6/2019)
- ② Expanding solutions-related businesses
⇒ Acquired Tsukada Electrical Construction
- ③ Merger of subsidiaries, acquiring 100% ownership of subsidiaries
⇒ Mergers: Cotonet and Nara Construction; Solcom Meister and Ainnet Telecommunications
⇒ 100% ownership: Lapisnet, Nissetsu, Hope Net

< Operating income of subsidiaries of Mirait and Mirait Technologies >



Overhead cost reduction effect (+700 mil. yen)

■ Measures in 3/2020

① Acquiring own assets and selling idle assets: +110 mil. yen

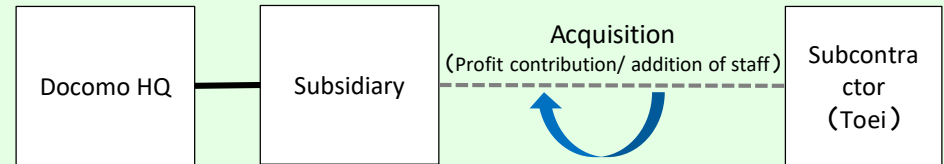
- Consolidation of branch offices to Funato Building (Ikebukuro Technology Center): 70 mil. yen
- Housing cost reduction with corporate housing for single employees: 40 mil. yen



② Reorganization of subsidiaries:

+50 mil. yen

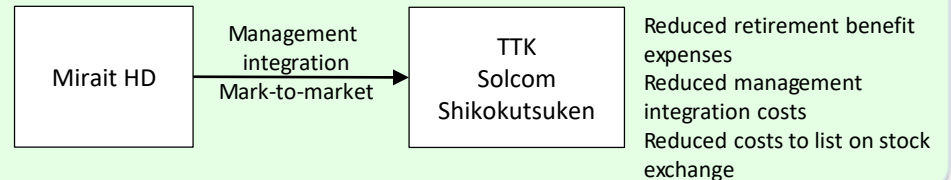
- Increase in profits from Toei acquisition: 50 mil. yen



③ Other cost reductions:

+ 520 mil. yen

- Reduction of retirement benefit expenses: 60 mil. yen
- Reduction of management integration costs: 260 mi. yen
- Reduction of other administrative expenses: 200 mil. yen



8. ESG Initiatives

ESG Initiatives

E Environment

- Contribute to **penetration of renewable energy**
⇒ Solar power EPC business
- Participation in joint research projects
⇒ Building of off-shore recharging infrastructure for battery-powered vessels



Battery-powered vessel



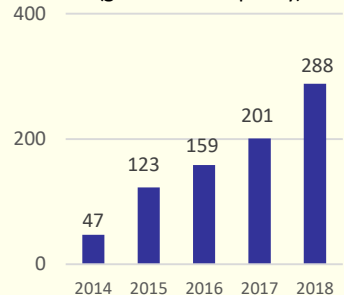
Rechargeable battery system



Small mobility

- ISO 14001 certification

Mirait's track record in solar panel installation work (generation capacity)



S Society

- **Contribute to the local society**
⇒ Building of infrastructure (construction work for telecommunications networks, surveillance cameras, highways, water utility networks, etc.)
⇒ Early rebuilding of infrastructure following major disasters such as typhoon and earthquakes.
- **Building hard and soft systems for safety**
⇒ Safety patrol
⇒ Cloud-based drive recorders
- **Promoting diversity (hiring women, elderly and disabled individuals)**
⇒ Highest "Eruboshi" certification awarded, etc (Mirait Technologies)



Rebuilding of utility poles and cables



Recovery of mobile base stations

G Governance

- Strengthen corporate governance
⇒ Establish and manage internal control system
⇒ Issues handled by Compliance Committee and Risk Management Committee
⇒ **Nomination and Compensation Committee chaired by outside director**
- Secure shareholders' rights and equality
⇒ **Management decisions with a focus on capital costs**
⇒ **Enhance constructive dialogue with shareholders**

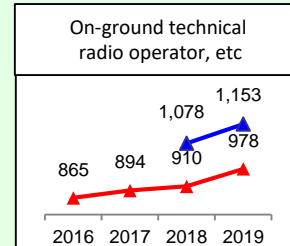
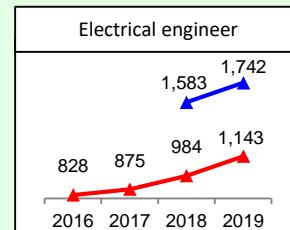
Strengthening human resources

① Grow the number of qualified staff

- Plan for the candidates to build hands-on experience
- Identify qualifications of priority

② Achieve more diversity

- Hiring and training of engineers to respond to clients' needs
- Strengthen human resources at subsidiaries
⇒ Promote personnel exchanges, provide support for employees taking qualification exams



※Red indicates MRT, MTC; blue indicates total of MRT, MTC, TTK, Solcom and Shikokutsuken

KAIZEN Activities and Workstyle Reform

① KAIZEN activities

- Achieve "zero accidents (Safety)" and "highest Quality" through Kaizen activities by the 12300 employees of the Mirait Group

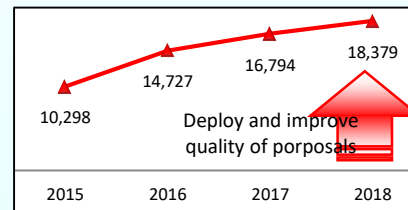
ANZEN

HINSITSU KAIZEN

"AKH123" Activity

- Promote autonomous and voluntary Kaizen activities (61 KAIZEN Fellows as of 3/2019)

No. of proposals



Goods and work methods developed and improved through Kaizen proposals; adopting RPA to improve operations



Color-coded GI cables



Training for RPA

② Workstyle reform

- Proper management of overtime work and annual paid leave (at least 5 days/ year)
- Introduction of flexible working hours, irregular workstyles and telework
- Upgrading of operational tools to enhance efficiency (going paperless, reducing business travel)
- Use of ICT to achieve efficiency (**RPA, i-Construction**)

IV. Reference Materials

1. Overview of MIRAIT Holdings (As of March 31, 2019)

(1) Company Overview

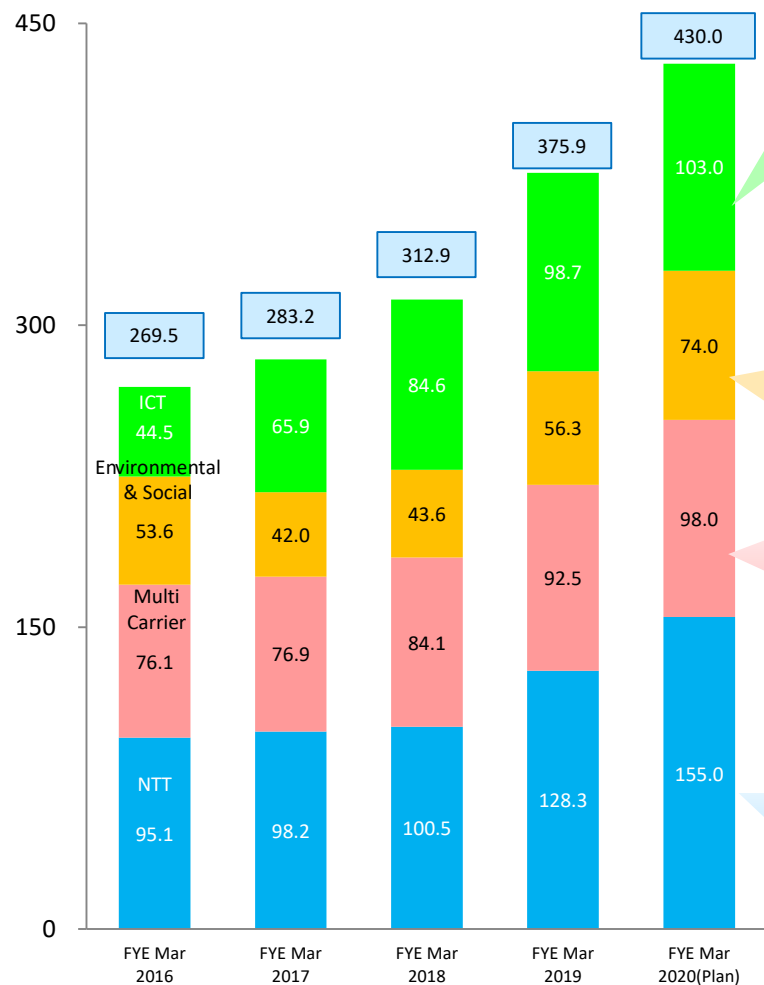
Established	October 1, 2010																					
Paid-in capital	7 billion yen																					
President (CEO)	Masatoshi Suzuki																					
Shares	【Total outstanding shares】 108,325,329 shares																					
Stock listing	1 st Section of the Tokyo Stock Exchange (Code: 1417)																					
Credit ratings	Rating & Investment Information, Inc. (R&I): A- Japan Credit Rating Agency, Ltd. (JCR): A																					
Location	5-6-36 Toyosu, Koto-ku, Tokyo																					
Office network	【Domestic】 50 locations *Total of MIRAIT, MIRAIT Technologies, TTK, SOLCOM and Shikokutsuken 【Overseas】 32 locations (Singapore, Sri Lanka, Australia, Philippines, Myanmar ,etc.)																					
Number of consolidated subsidiaries	74																					
Number of employees	<table border="0"> <tr> <td></td> <td>(MIRAIT Holdings</td> <td>: 101)</td> </tr> <tr> <td></td> <td>(MIRAIT</td> <td>: Consolidated 5,012)</td> </tr> <tr> <td></td> <td>(MIRAIT Technologies</td> <td>: Consolidated 3,005)</td> </tr> <tr> <td></td> <td>(Lantrovision</td> <td>: Consolidated 1,000)</td> </tr> <tr> <td></td> <td>(TTK</td> <td>: Consolidated 1,045)</td> </tr> <tr> <td></td> <td>(SOLCOM</td> <td>: Consolidated 1,541)</td> </tr> <tr> <td></td> <td>(Shikokutsuken</td> <td>: Consolidated 656)</td> </tr> </table> 【Consolidated】 12,361		(MIRAIT Holdings	: 101)		(MIRAIT	: Consolidated 5,012)		(MIRAIT Technologies	: Consolidated 3,005)		(Lantrovision	: Consolidated 1,000)		(TTK	: Consolidated 1,045)		(SOLCOM	: Consolidated 1,541)		(Shikokutsuken	: Consolidated 656)
	(MIRAIT Holdings	: 101)																				
	(MIRAIT	: Consolidated 5,012)																				
	(MIRAIT Technologies	: Consolidated 3,005)																				
	(Lantrovision	: Consolidated 1,000)																				
	(TTK	: Consolidated 1,045)																				
	(SOLCOM	: Consolidated 1,541)																				
	(Shikokutsuken	: Consolidated 656)																				
Fiscal year-end	March 31 st of each year																					
Business description	Telecommunications engineering work, electrical work, civil engineering work and building construction work; management of subsidiaries and Group companies																					

(2) Business Overview

- The MIRAIT Group's business is centered on the construction of communication infrastructure (for fixed and mobile communication), but the Group is also engaged in various other businesses in areas such as ICT, the environment, and energy.

Overview of business categories

(Unit: bil. yen)



- Cloud computing, office solutions, Wi-Fi, software, Broadcasting, etc.
- Construction, maintenance and operation of telecommunication systems for general companies, etc.



- Environmental/ new energy, building of social infrastructure, construction and maintenance of electrical and air conditioning facilities



- Construction, maintenance and operation of mobile communication facilities
- NCC fixed communication equipment, CATV work, Global etc.



- Construction, maintenance and operation of fixed communication facilities for NTT



(3) The Company's Initiatives Since Establishment

4th MTP (~ FYE March 2022)
Target: net sales 450, operating income 27 bil. yen. (6.0%), ROE More than 8.0%

Mid-term plan

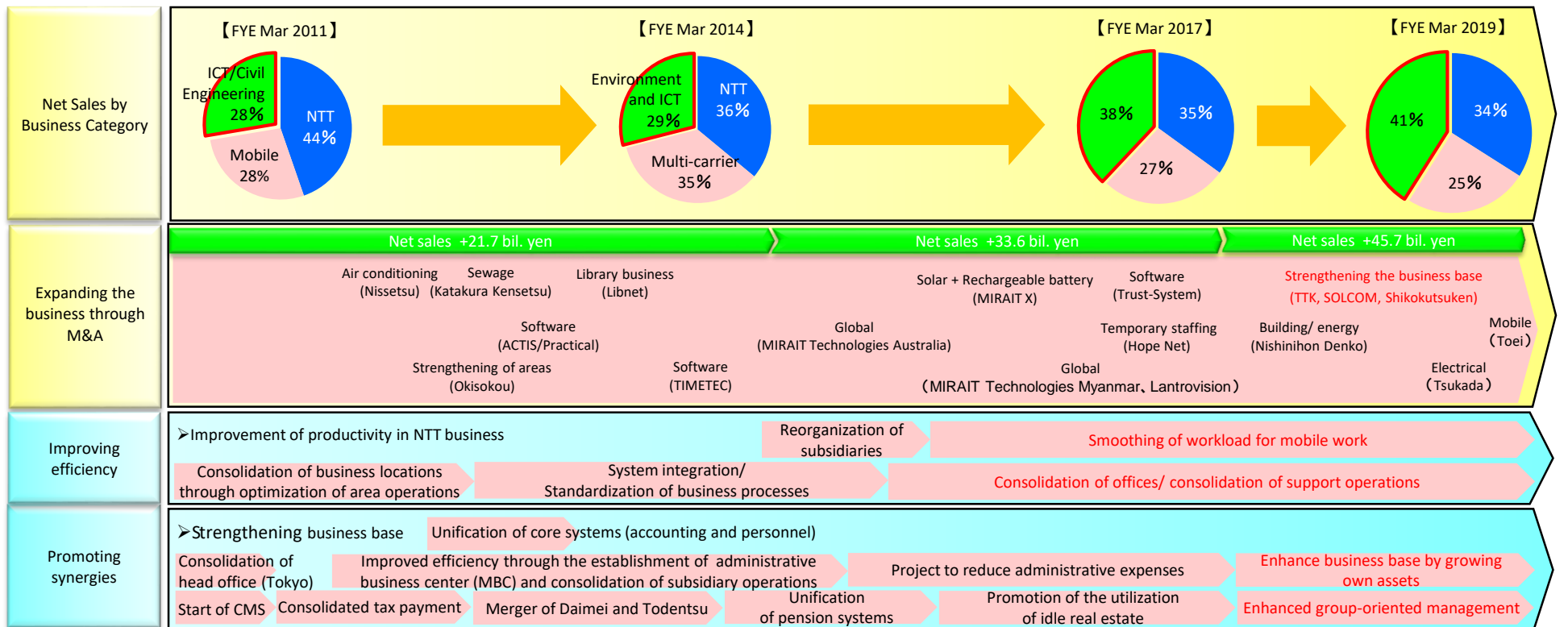
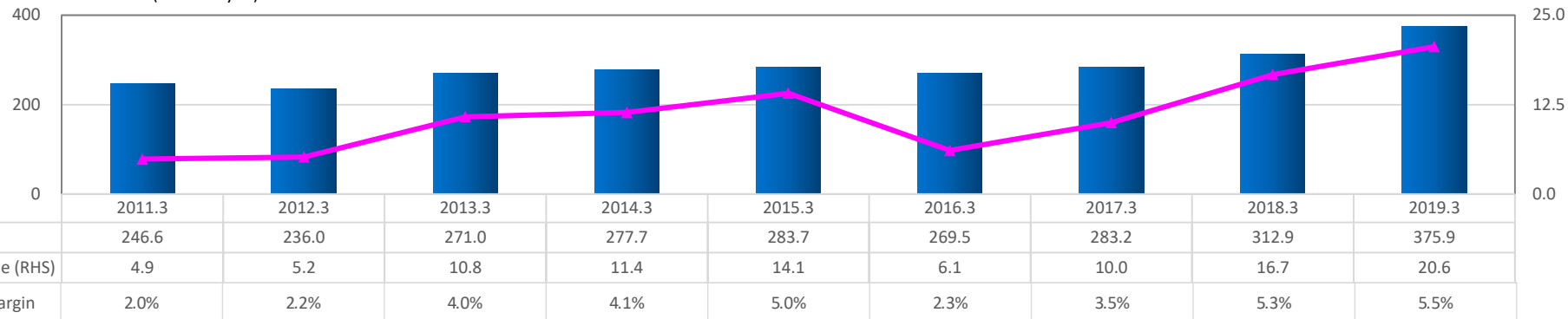
1st MTP (~FYE March 2014)
Target: net sales 280,
operating income 12 bil. yen. (operating income ratio 4.2%)

2nd MTP (~ FYE March 2017)
Target: net sales 310,
operating income 17 bil. yen. (5.5%)

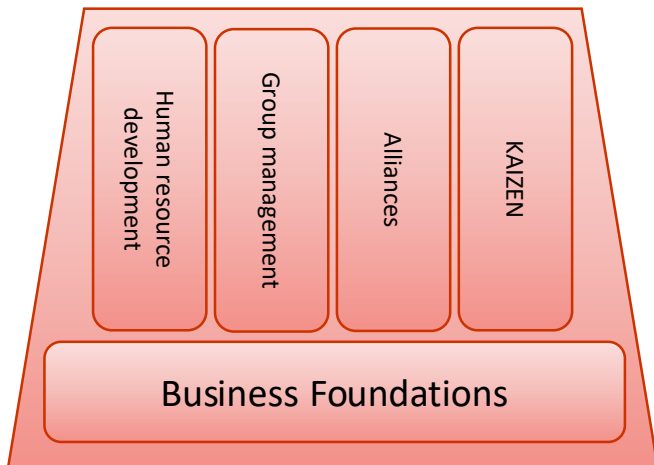
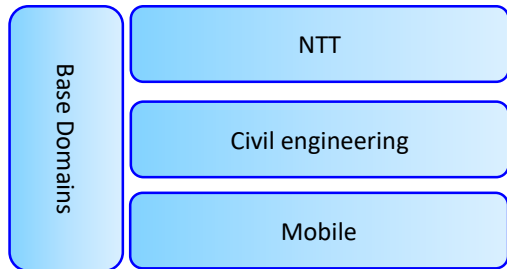
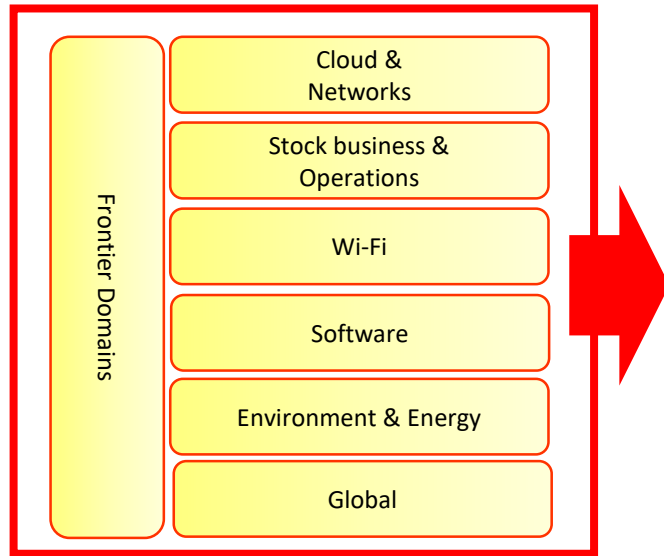
3rd MTP (~ FYE March 2021)
Target: net sales 340,
operating income 17 bil. yen. (5.0%)
ROE More than 8.0%

Historical Performance (Unit: bil. yen)

※ Revised in FYE March 2019

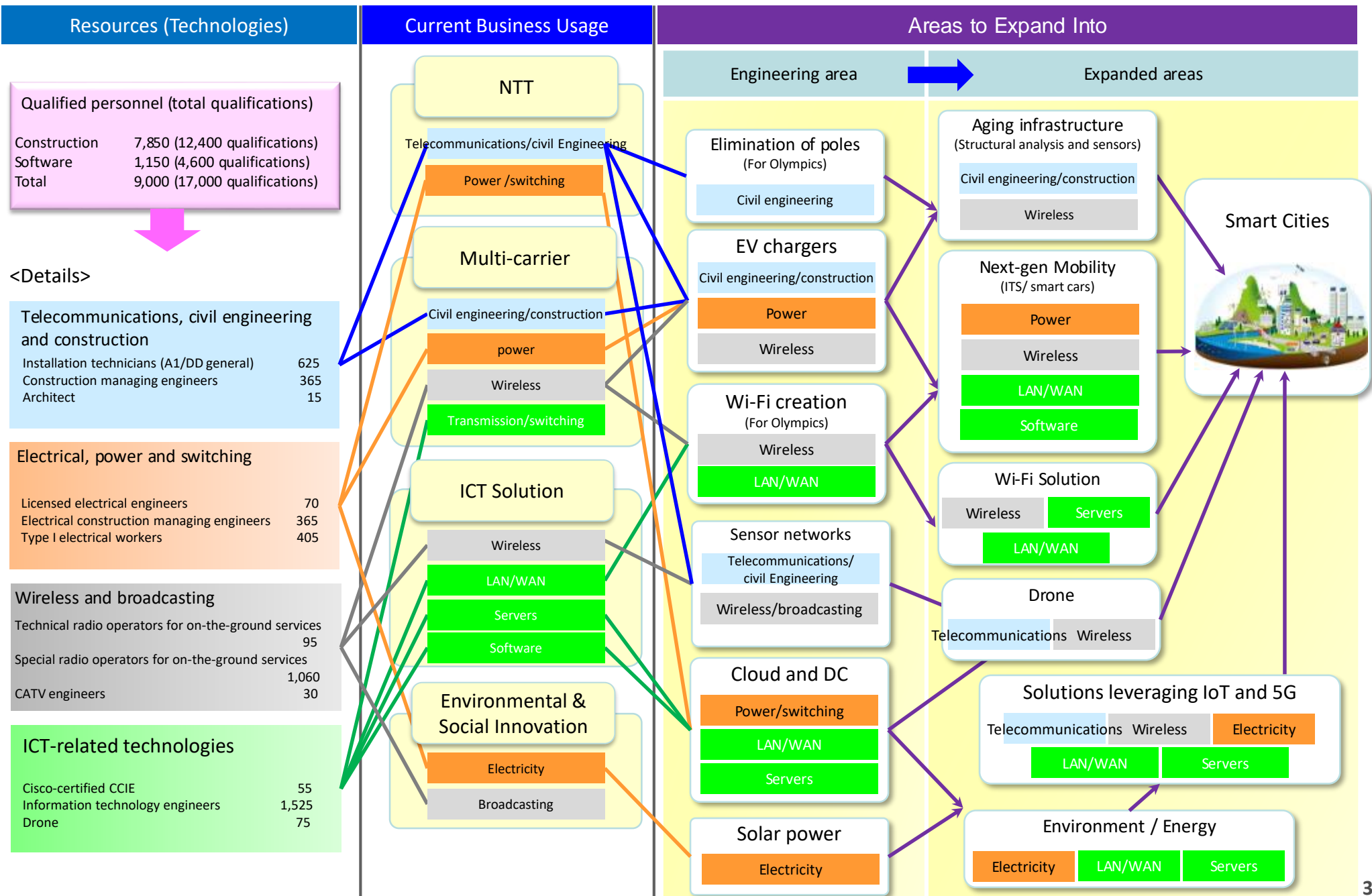


(4) Future Focus Areas (Frontier Domains)

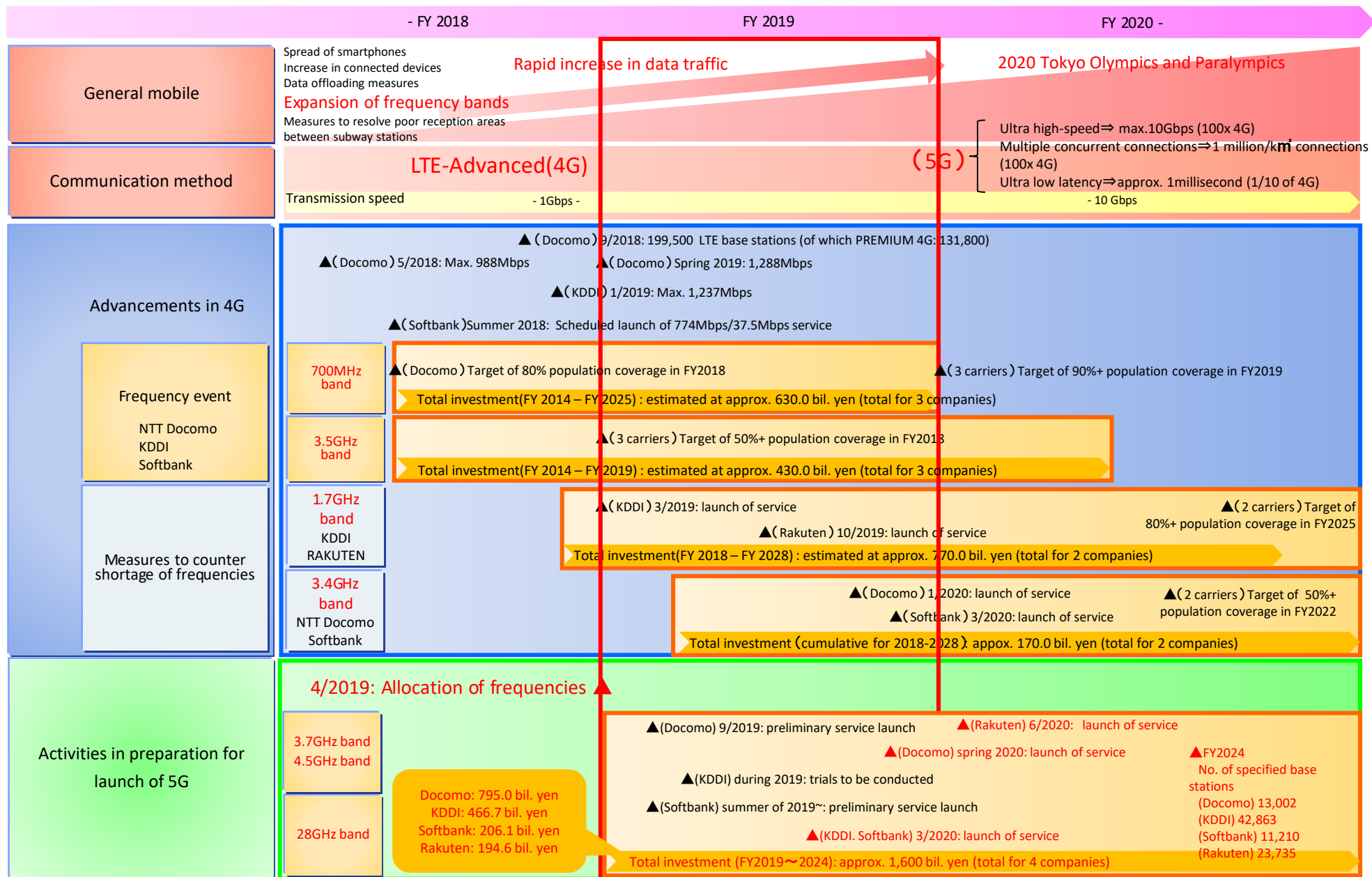


Zone Domain	Smart Office	Smart Town	Smart House
Cloud & Networks	<ul style="list-style-type: none"> • Security (Surveillance cameras, network monitoring) • LAN, PBX • Cloud (Servers, Network) • ICT for educational facilities 	<ul style="list-style-type: none"> • Disaster prevention networks • Sensor networks • Drone • IoT (water supply smart meters) • ITS (self-driving) 	
Stock business & Operations	<ul style="list-style-type: none"> • Operation centers (Network maintenance, help desks) 	<ul style="list-style-type: none"> • Data centers • Solar power facility operation and maintenance 	<ul style="list-style-type: none"> • Batteries + solar power maintenance
Wi-Fi	<ul style="list-style-type: none"> • Wi-Fi + digital signage (Digital information stands "PONTANA") • Hotel Wi-Fi (Guest room tablets (ee-TaB Plus)) • Office and educational Wi-Fi 	<ul style="list-style-type: none"> • Stadium Wi-Fi • Convenience store Wi-Fi • Subway Wi-Fi • Local government Wi-Fi 	<ul style="list-style-type: none"> • Home Wi-Fi
Software	<ul style="list-style-type: none"> • Aiming to be the best partner for major SIs (finance, insurance, public sector) • Unique app development (WFM, libraries, Wi-Fi solutions) 		
Environment & Energy	<ul style="list-style-type: none"> • Building related equipment (Solar power, EV chargers, LED, BEMS, access control systems) • Air conditioning 	<ul style="list-style-type: none"> • Disaster prevention measures (Batteries, EV chargers, LED street lights) • Building solar power plants 	<ul style="list-style-type: none"> • Batteries + solar power • Intake of electrical power for entire apartment buildings • HEMS
Global	<ul style="list-style-type: none"> • Carrier business (4 countries) • LAN cabling work (13 countries) 	<ul style="list-style-type: none"> • Pursuit of synergies (Domestic customers, overseas customers, building solutions) 	

(3) Expansion of Business Areas Utilizing Technologies (As of March 31, 2019)



2. Changes in the Market Environment for the Mobile Business



(Note) PREMIUM 4G is a communication service using carrier aggregation technology provided by NTT Docomo.

Source: MIRAIT from publicly available information

3. Supplementary Financial Information

(1) Historical Performance

※() indicates results for the MIRAIT Group (Mirait, Mirait Technologies and Lantrovision(S) Ltd.) excluding the impact from the merged companies.

Unit: bil. yen	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019	FYE March 2020 (Plan)
Orders received	260.7	323.3	326.3	(320.4) 392.6	(325.5) 420.0
Net sales	269.5	283.2	312.9	(330.8) 375.9	(335.5) 430.0
Gross profit	25.8	33.5	39.7	(41.3) 46.9	(41.5) 50.5
Gross profit margin	9.6%	11.8%	12.7%	(12.5%) 12.5%	(12.4%) 11.7%
SG&A	19.7	23.4	23.0	(23.6) 26.2	(23.5) 29.0
SG&A	7.3%	8.3%	7.4%	(7.1%) 7.0%	(7.0%) 6.7%
Operating income	6.1	10.0	16.7	(17.6) 20.6	(18.0) 21.5
Operating income ratio	2.3%	3.5%	5.3%	(5.3%) 5.5%	(5.4%) 5.0%
Ordinary income	6.7	10.5	17.8	(18.7) 21.9	(19.0) 23.0
Ordinary income ratio	2.5%	3.7%	5.7%	(5.7%) 5.8%	(5.7%) 5.3%
Net income	3.6	6.4	11.5	(13.5) 25.7	(12.5) 15.0
Net income	1.3%	2.3%	3.7%	(4.1%) 6.8%	(3.7%) 3.5%

* Figures are rounded down to one decimal place.

(2) Orders Received and Net Sales by Business Category

※() indicates results for the MIRAIT Group (Mirait, Mirait Technologies and Lantrovision(S) Ltd.) excluding the impact from the merged companies.

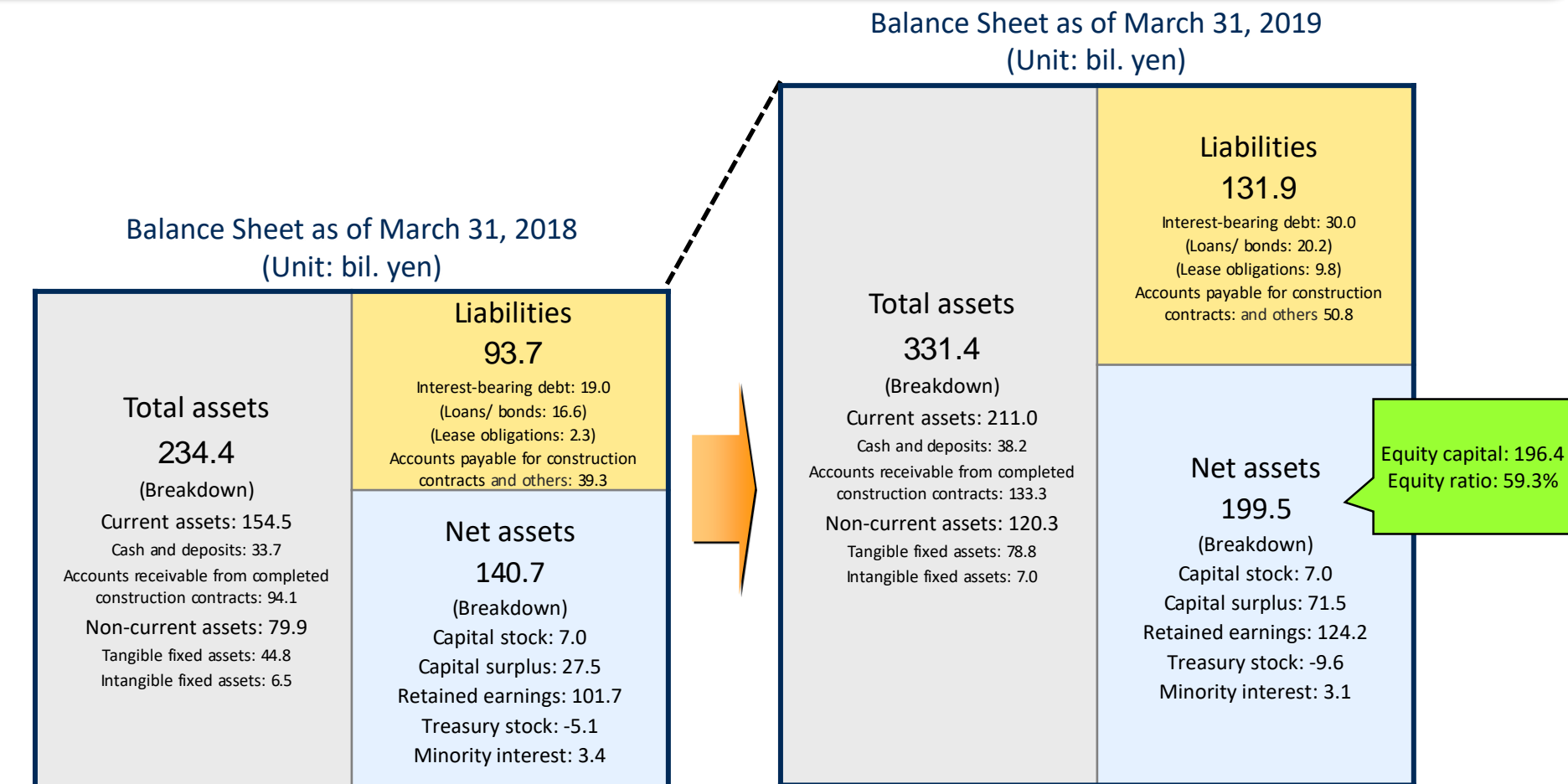
Orders received	FYE March 2018	FYE March 2019			FYE March 2020		
	Full-year Results	Full-year Results			Full-year Plan		
	Units: bil. Yen	(a)	(b)	YoY Change (b)−(a)	Percentage change (b)／(a)	(c)	YoY Change (c)−(b)
NTT Business	97.5	(97.5)	(- 0.0)	(- 0.0%)	(98.0)	(+ 0.5)	(+ 0.5%)
		137.7	+ 40.2	+ 41.2%	154.0	+ 16.3	+ 11.8%
Multi-carrier business	88.3	(86.7)	(- 1.6)	(- 1.8%)	(90.5)	(+ 3.8)	(+ 4.4%)
		95.1	+ 6.8	+ 7.7%	100.0	+ 4.9	+ 5.2%
Environmental & social innovation business	54.3	(43.7)	(- 10.6)	(- 19.5%)	(48.0)	(+ 4.3)	(+ 9.8%)
		58.4	+ 4.1	+ 7.6%	60.0	+ 1.6	+ 2.7%
ICT solution business	86.0	(92.4)	(+ 6.4)	(+ 7.4%)	(89.0)	(- 3.4)	(- 3.7%)
		101.2	+ 15.2	+ 17.7%	106.0	+ 4.8	+ 4.7%
Total	326.3	(320.4)	(- 5.9)	(- 1.8%)	(325.5)	(+ 5.1)	(+ 1.6%)
		392.6	+ 66.3	+ 20.3%	420.0	+ 27.4	+ 7.0%

Net sales	FYE March 2018	FYE March 2019			FYE March 2020		
	Full-year Results	Full-year Results			Full-year Plan		
	Units: bil. Yen	(a)	(b)	YoY Change (b)−(a)	Percentage change (b)／(a)	(c)	YoY Change (c)−(b)
NTT Business	100.5	(101.8)	(+ 1.3)	(+ 1.3%)	(99.0)	(- 2.8)	(- 2.8%)
		128.3	+ 27.8	+ 27.7%	155.0	+ 26.7	+ 20.8%
Multi-carrier business	84.1	(87.6)	(+ 3.5)	(+ 4.2%)	(89.0)	(+ 1.4)	(+ 1.6%)
		92.5	+ 8.4	+ 10.0%	98.0	+ 5.5	+ 5.9%
Environmental & social innovation business	43.6	(50.3)	(+ 6.7)	(+ 15.4%)	(62.0)	(+ 11.7)	(+ 23.3%)
		56.3	+ 12.7	+ 29.1%	74.0	+ 17.7	+ 31.4%
ICT solution business	84.6	(90.9)	(+ 6.3)	(+ 7.4%)	(85.5)	(- 5.4)	(- 5.9%)
		98.7	+ 14.1	+ 16.7%	103.0	+ 4.3	+ 4.4%
Total	312.9	(330.8)	(+ 17.9)	(+ 5.7%)	(335.5)	(+ 4.7)	(+ 1.4%)
		375.9	+ 63.0	+ 20.1%	430.0	+ 54.1	+ 14.4%

* Figures are rounded down to one decimal place (bil. yen).

(3) Assets, Liabilities and Net Assets

- Total assets: 331.4 bil. yen (up from 234.4 bil, yen) due to increase in accounts receivable and non-current assets.
- Liabilities: 131.9 bil. yen (up from 93.7 bil. yen) due to increase in accounts payable for construction contracts and lease obligations.
- Net assets: 199.5 bil. yen (up from 140.7 bil, yen) due to increase in capital surplus and retained earnings (shareholder's equity ratio: up from 58.5% to 59.3%).



* Figures are rounded down to one decimal place (bil. yen).

(4) Key Performance Indicators

Cash Flows

Units: bil. yen	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019
Operating cash flow	6.2	4.7	12.5	6.4
Investment cash flow	- 3.6	- 11.1	- 10.0	- 13.5
Financial cash flow	- 2.6	10.4	-3.6	- 1.9
Free cash flow	2.6	- 6.4	2.5	- 7.1

(Note) Free cash flow = operating cash flow + investment cash flow

Cash and Deposits/ Interest-bearing Debt

Units: bil. yen	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019	
Cash and cash equivalents	29.1	33.1	32.2	35.6	
Interest-bearing debt	Loans/ bonds	- 0.0	- 17.3	- 16.6	- 20.2
	Lease obligations	- 0.4	- 0.8	- 2.3	- 9.8
	Total	- 0.4	- 18.1	- 19.0	- 30.0
Net cash	28.7	15.0	13.2	5.6	

(Notes) 1. Net cash is the amount obtained by deducting interest-bearing debt from cash and cash equivalents.

2. Cash and cash equivalents exclude deposits and securities not maturing within three months.

Capital Expenditure / Depreciation and Amortization

Unit: bil. yen	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019	FYE March 2020 (Forecast)
Capital expenditure	3.7	4.6	12.6	(18.4) 19.3	(9.7) 11.2
Depreciation and mortization	2.4	2.8	3.0	(3.5) 4.0	(3.4) 3.8

(Note) Figures in () from FYE 3/2019 indicate results for the MIRAITS Group (Mirait, Miraights Technologies and Lantrovision(S)Ltd) excluding the impact from the merged companies.

Shareholder Return Indicators

	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019	FYE March 2020 (Forecast)
Dividend payout ratio	67.2%	37.6%	24.1%	(23.6%) 13.5%	26.7%
Total return ratio	67.2%	76.6%	24.1%	(23.6%) 13.5%	43.3%

(Note) Figures in () from FYE 3/2019 exclude the impact of extraordinary gains from the recent acquisitions (negative goodwill of 10.0 bil. yen).

Capital-related Indicators

	FYE March 2016	FYE March 2017	FYE March 2018	FYE March 2019
Equity ratio	63.1%	56.9%	58.5%	59.3%
Return on equity (ROE)	3.0%	5.2%	8.8%	(9.4%) 15.4%

(Note) Figures in () for FYE 3/2019 exclude the impact of extraordinary gains from recent acquisitions (negative goodwill of 10.0 bil. yen).

Statements and quotes relevant to the forecasted values in this handout are the future prospects based on the plans and prospects of the Company at this point in time.

The actual business results could be significantly different from those stated in this handout due to changes in conditions.

As such, please be advised that we will not be able to guarantee the accuracy of the forecasted values, in this handout and the session, over the period of time to come in the future.

MIRAIT Holdings Corporation