



(Translation)



May 17, 2022

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## **Notice of Establishment of MIRAIT ONE Group Vision 2030 and New Medium-term Management Plan**

MIRAIT Holdings Corporation (the Company) has established MIRAIT ONE Group Vision 2030 and a new Medium-term Management Plan starting in FY2022 (ending in FY2026) as follows.

### **1. Basic Approach of the MIRAIT ONE Group Vision 2030**

The Group plans to start anew as the MIRAIT ONE Group from July 1, 2022 through the integration of the Company and its consolidated subsidiaries MIRAIT Corporation, MIRAIT Technologies Corporation. Coinciding with this, the feelings of 14,000 officers and employees were put into redefining the Purpose and Mission, formulating the “MIRAIT ONE Group Vision 2030” as a new business vision for 2030 with the aim of evolving into a corporate group that continues to contribute more than in the past to the resolution of a variety of social issues in a wide range of social infrastructure.

### **2. Management Strategy in the MIRAIT ONE Group Vision 2030**

The MIRAIT ONE Group Vision 2030 is centered on five changes as a new growth strategy based on the key word that we will change and the future will change.

#### **Change 1: People-centric management**

- Opening of MIRAI College: “Driving force of business structure reform” providing learning and connection
- “Health management” creating a friendly working environment and protecting the physical and mental health of employees
- MIRAIT ONE work style reforms living with COVID-19

## **Change 2: Acceleration of business growth**

- Clearly redefining growth areas as “MIRAI Domains” and injecting resources (promotion of business structure reform to a full-value model)
  - Urban development and regional development business (regional redevelopment business), and acceleration of corporate DX and promotion of green operations
  - Entry into the green power generation business contributing to decarbonization
  - Strengthening of SI business contributing to customers’ DX (strategic consolidation)
  - Strengthening of global business promoting overseas data center related business and infrastructure sharing
- Strengthening of customer base of existing business (responding to expansion of customers and growth of customers)

## **Change 3: Top-class profitability**

- Strengthening of management foundation through concentration and improvement of efficiency by integrating the three companies
- Improvement of efficiency through the fundamental revision of operations and utilization of data insight
- Review of existing operations and costs through promotion of group coordination

## **Change 4: Management based on data insights**

- Establishment of knowledge-based data environment and optimization of sales approach (aggressive DX)
- Value chain reform, smart construction, utilization of BPO/RPA/robotics (defensive DX)
- Development of experts and core personnel, improvement of companywide literacy (development of DX personnel)

## **Change 5: Strong foundation for ESG management**

- Initiatives aimed at the achievement of greenhouse gas reduction targets (science-based targets)
- Creation of social value through the MIRAIT ONE Partner Association
- Enhancement of audit system and strengthening of audit functions through third line of defense
- Strengthening of corporate governance through new Group management system

### 3. Management Targets of the New Medium-term Management Plan

The management targets for the final year (FY2026) of this plan are as follows.

	Actual performance in FY2021 (April 2021 - March 2022)	Targeted performance in FY2022 (April 2022 - March 2023)	Management targets in FY2026 (April 2026 - March 2027)
Net sales	470.3 bil. yen	540.0 bil. yen	<b>720.0 bil. yen</b>
MIRAI Domain ratio (*)	17%	31%	<b>40% or more</b>
Operating income (ratio)	32.8 bil. yen (7.0%)	30.0 bil. yen (5.6%)	<b>Operating income ratio 7.5% or more</b>
ROE (Return on equity)	10.7%	—	<b>10% or more</b>
EPS (Earnings Per Share)	251 yen	—	<b>Annual growth rate of 10% or more</b>

(\*) Ratio of MIRAI domains in relation to net sales (areas aiming for business growth)

End