



Financial Results for FYE 3/2022

MIRAIT ONE Group Vision 2030

Medium-term Management Plan
(2022-2026)

May 24, 2022

MIRAIT Holdings Corporation

Today's Agenda

1 Financial Results for FYE 3/2022
Message from Top Management
(Group Vision 2030 Summary) -----

2 Establishing the new company / group

3 MIRAITS ONE Group Vision 2030

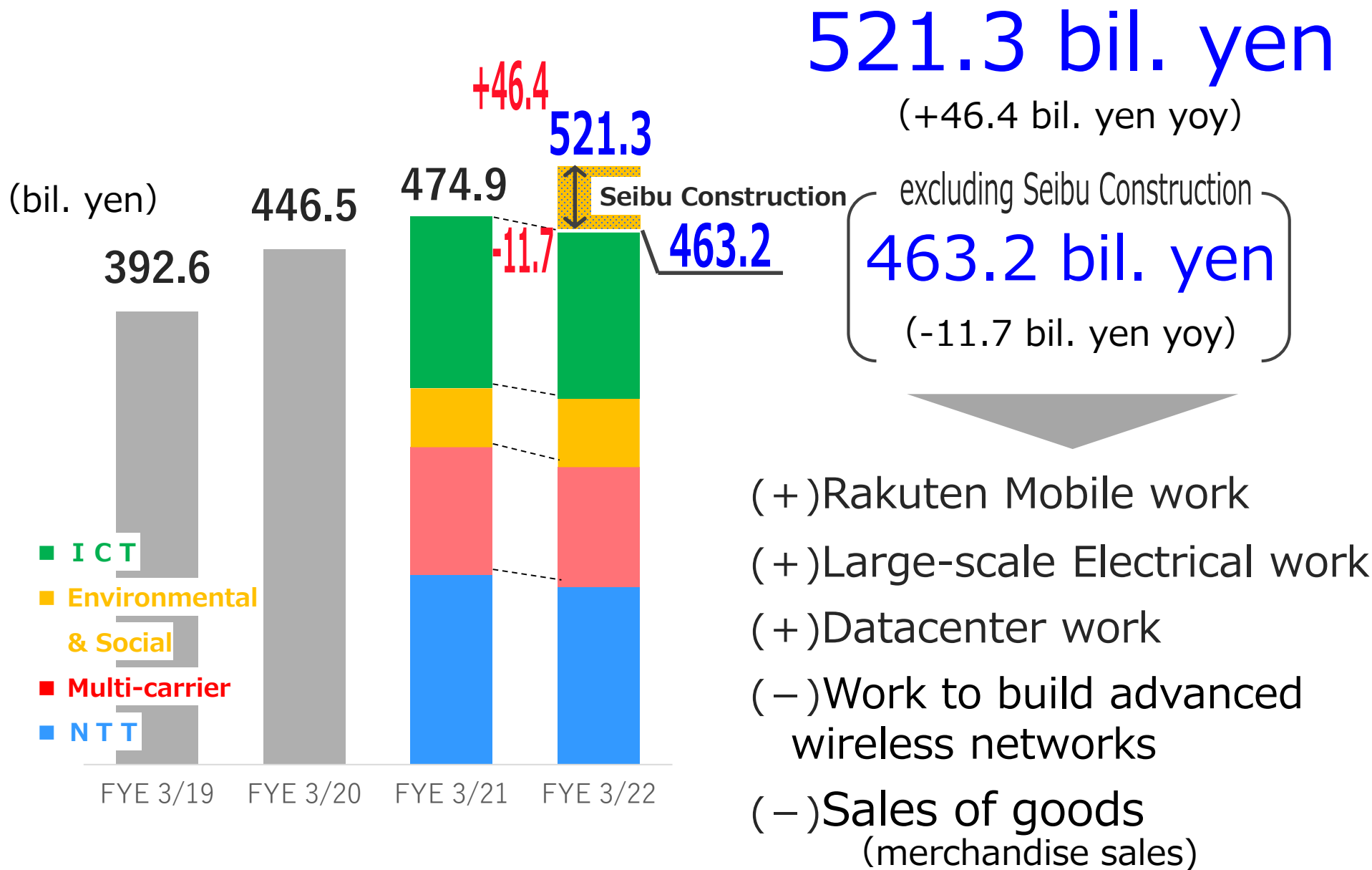
4 FYE 3/2023 full-year forecast

5 Medium-term Management Plan (2022–2026)

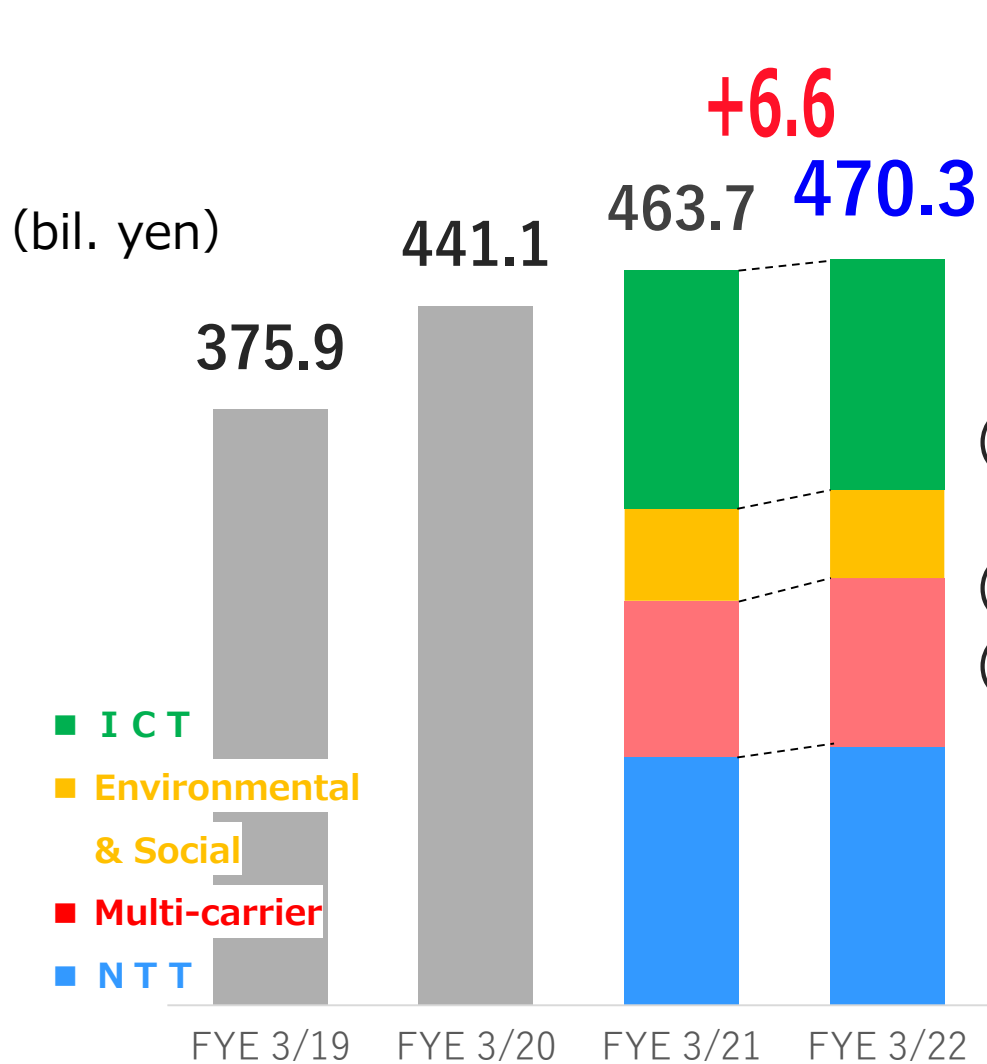
1

Financial Results for FYE 3/2022

Orders received



Net sales



470.3 bil. yen

(+6.6 bil. yen yoy)



(+) Work to build advanced wireless networks

(+) 5G related works

(-) Sales of goods (merchandise sales)

**6th consecutive
year of
record-high sales**

NTT Business

Net sales

163.4 bil. yen

(+6.4 bil. yen yoy)



(+) Work to build advanced wireless networks

(+) Facility management

(-) Civil engineering



Multi-carrier Business

Net sales

106.2 bil. yen

(+8.0 bil. yen yoy)



(+) Accelerate 5 G
maintenance work

(-) Delays in projects



Environmental & Social Innovation Business

Net sales

55.6 bil. yen

(-2.5 bil. yen yoy)



(+) electrical/lighting work

(-) Mega-solar

(-) Air conditioning



ICT Solutions Business

Net sales

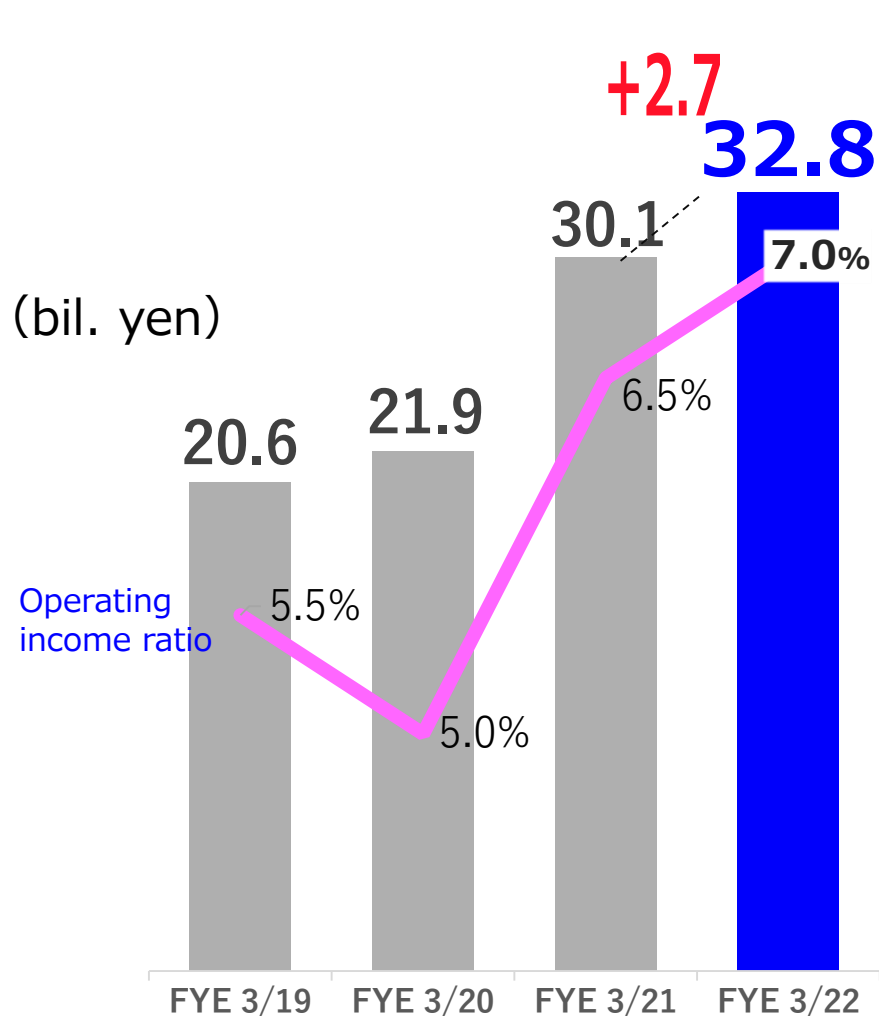
145.1 bil. yen

(-5.2 bil. yen yoy)



- (+) Datacenter work
- (+) Lantrovision
- (-) Broadcast
- (-) Sales of goods
(merchandise sales)

Operating income



32.8 bil. yen

(+2.7 bil. yen yoy)

Operating income ratio

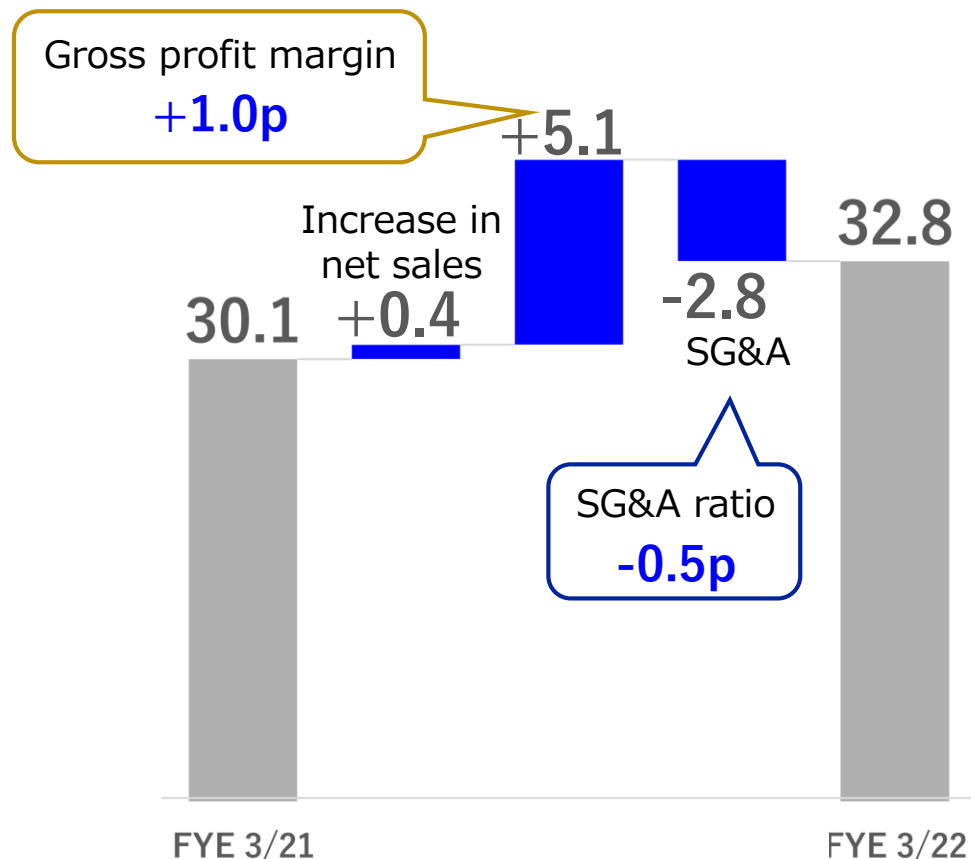
7.0%

(+0.5 % yoy)

**6th consecutive
year of
record-high
income**

Operating income

(bil. yen)

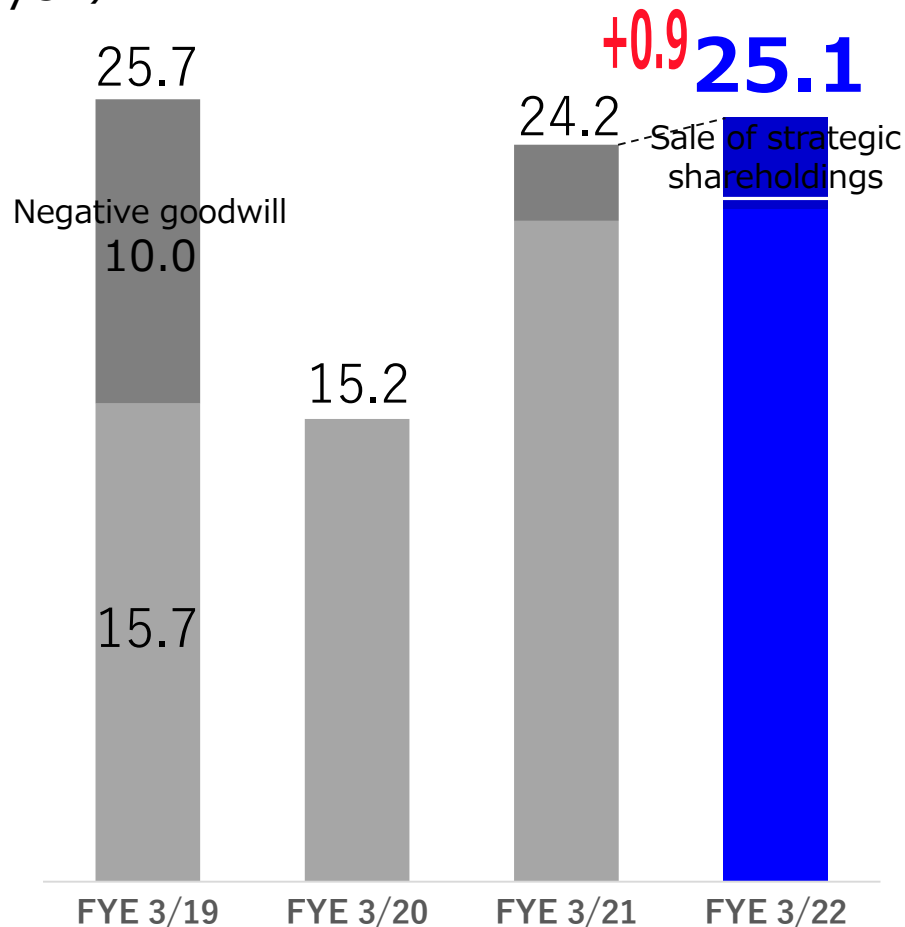


Operating income
32.8 bil. yen
(+2.7 bil. yen)

- (+) Further operational efficiency
- (+) Profit growth in non-communication businesses (Environmental & Social Innovation Business)

Net income

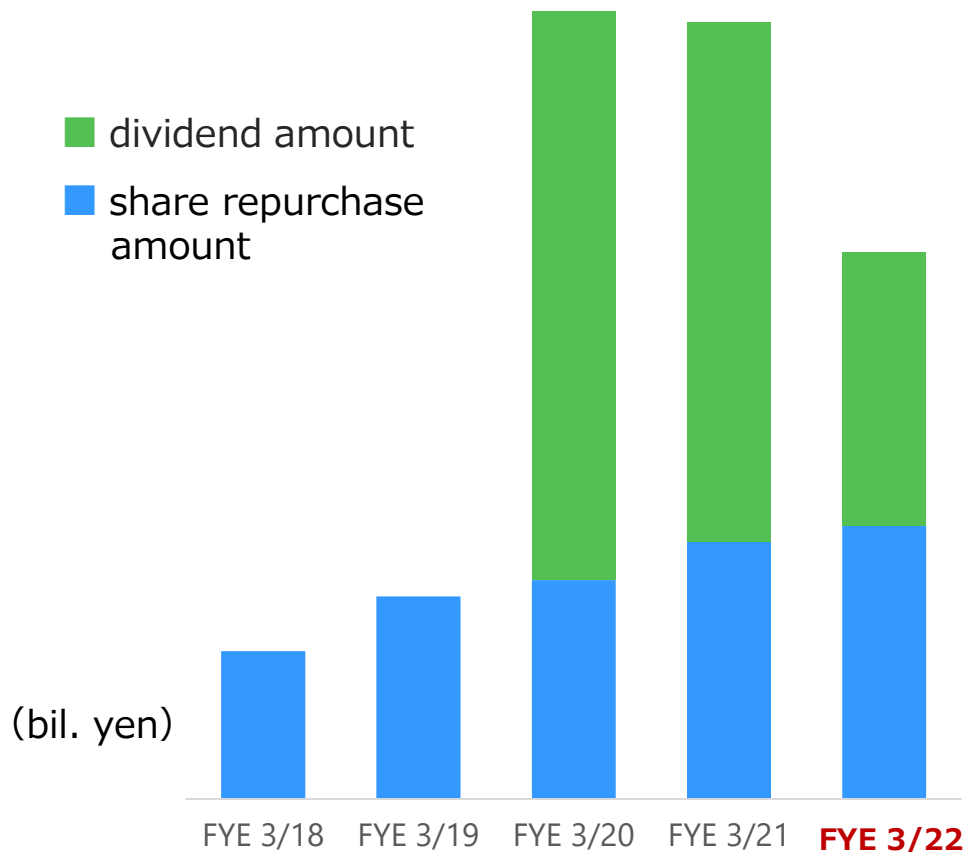
(bil. yen)



Net income
25.1 bil. yen
(+0.9 bil. yen yoy)

Improved profit margin
+
Sale of policy shareholdings

Shareholder returns



Dividend per share
+10 yen / year

Share repurchase
5.0 bil. yen / year

**Total shareholder
return ratio**

[41%]

Message from Top Management (Group Vision 2030 Summary)

Message from Top Management (Group Vision 2030 Summary)

Last 10 years

- Achieved certain degree of growth ---
Sales doubled (x2), above 7% CAGR
- Significant improvement in margins
--- 2%+ → 7%
--- yet still "average"
- Margins improved significantly
- High "Telecommunications Construction" ratio
--- No change in telecommunications construction dependent structure

Business Strategy

- Accomplish the "5 Changes"
- We are, in name and in deed, "made up of people"
--- We can only grow as a company if our people are safe and healthy, and if they learn and grow



"People-Centered Management"
is at the center

"Beyond a Telecommunications Construction Company"
CHANGE to a "Future Implementation Company"
that contributes to society at Full Value!

Integration of 3 companies / Establishment of new group

- Laying the Groundwork for the "Next Decade"
--- Mobilizing Growth Resources
--- Streamlining/make lean
- Aiming for total group growth
--- Region/Global/Future (MIRAI) domain

Fifth medium term target (~2026)

- Revenue 720+billion yen
- Margin 7.5+%
- MIRAI D ratio 40+ %

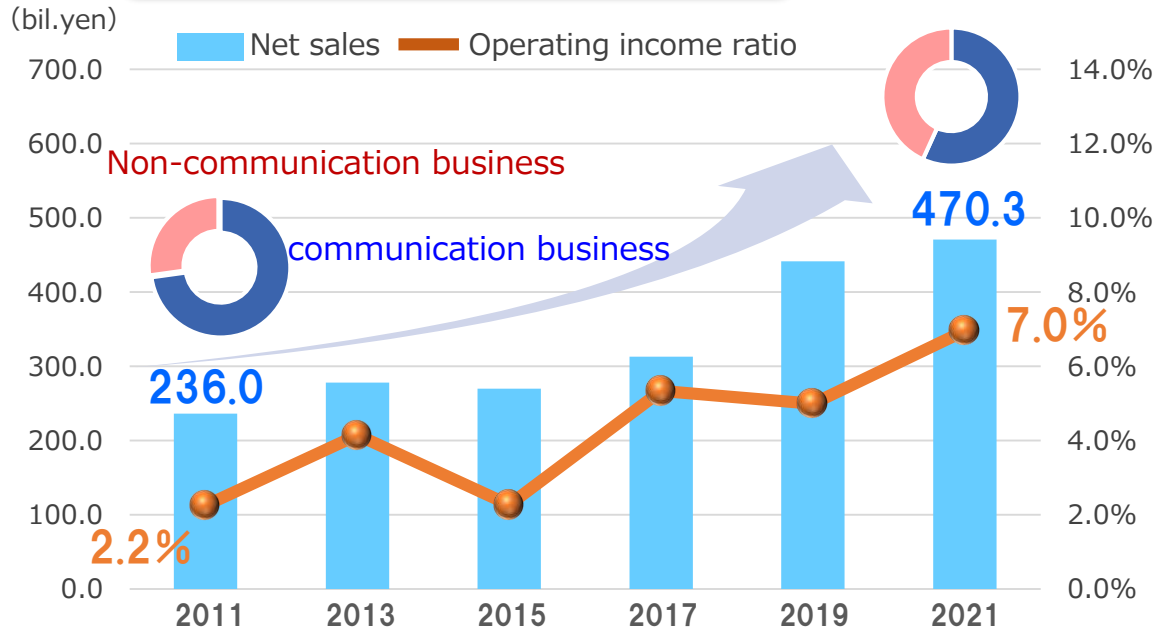


Once this level is reached, the next mountain to climb by 2030 will be clearly in sight

2 Establishing the new company / group

Last 10 years

MIRAIT Group (2011~2021)

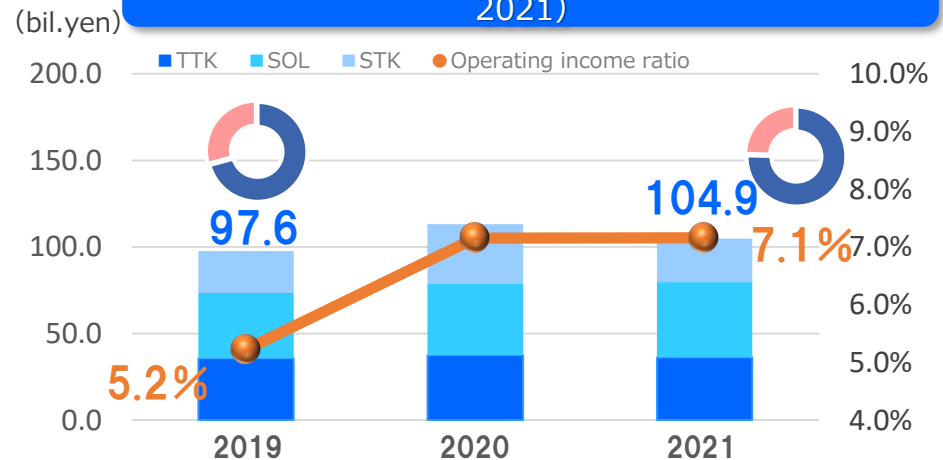


Net sales **2.0倍**
7.1% ↗ (CAGR)

Operating income ratio **2.2% → 7.0%**

Non-communication business ratio **27% → 43%** △
 (46% target of 2021)

Integration of 3 regional company (2019~2021)



Net sales **1.1倍** △
3.7% ↗ (CAGR)

Operating income ratio **5.2% → 7.1%**

Non-communication business ratio **29% → 25%** △

Actual results of Medium-term Management Plan

Targets achieved one year in advance

(bil. yen)

	2019	2020	2021	Plan
Net sales	441.1	463.7	470.3 (+20.3)	450.0
Operating income	21.9	30.1	32.8 (+5.8)	27.0
Operating income ratio	5.0%	6.5%	7.0% (+1.0P)	6.0%
ROE (Return On Equity)	7.4%	11.0%	10.7% (+2.7P)	8.0% Or more

() targets versus actual

Purpose of establishing a new company/group



Concentrate resources in growth areas

Accelerate growth by redefining growth areas and mobilizing resources



Achieve Cost efficiency

Improve cost efficiency by consolidating three companies into one and reviewing duplicated operations, etc.



Strengthen Management Base

Strengthen management foundations such as human resource development, governance, brand strength, etc.



Promote regional and group collaboration

Promote strong group collaboration to expand growth areas

redefined the MIRAIT group Purpose / Mission

Purpose

Co-creating an exciting future through challenges and technology.

Mission

- Meeting customer expectations and contributing to realize a prosperous society.
- Constantly refining our technology and business model to add more value.
- Building and maintaining future social infrastructure with our partners.
- Creating an attractive corporate culture with a diverse and dynamic workforce.
- Continuing to be a trusted company through improved sustainability and strict compliance.

the thoughts of 14,000 of
MIRAIT group officers and
employees



Our Purpose
and Mission



MIRAIT ONE Corporation

MIRAIT ONE Corporation

ONE for All, All for ONE

Only ONE

Number ONE





"Door to change the future"

**Symbolizes our approach to open up
"an exciting future"**

Hidden Roman numeral "I" (ONE)

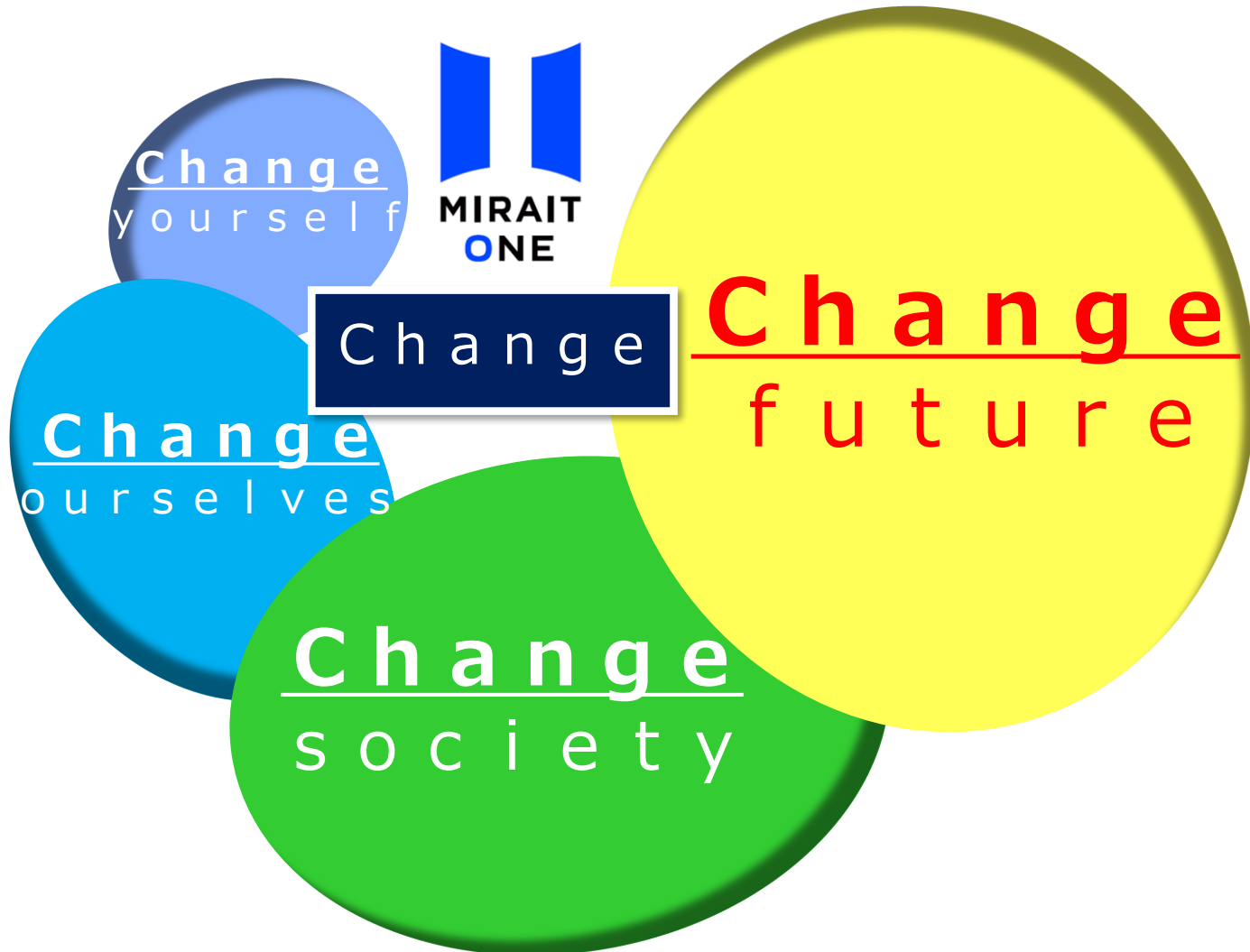
**Arc shape gives the sense of
our business expansion**

**Blue color (MIRAIT ONE Blue) gives the
sense of reliability and progressiveness**

3

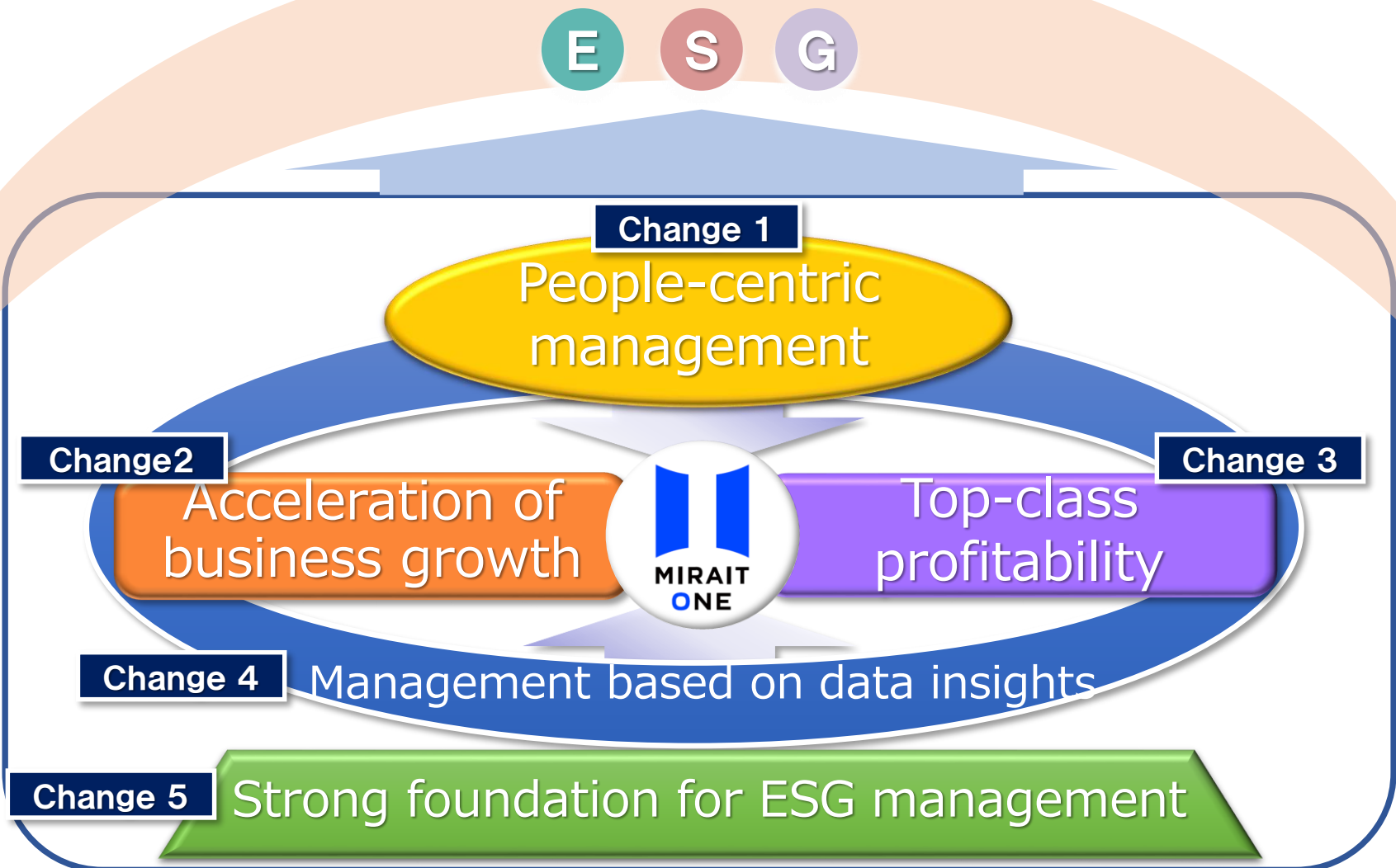
MIRAIT ONE Group Vision 2030

New Growth Strategy: As we "change", the future also "changes"

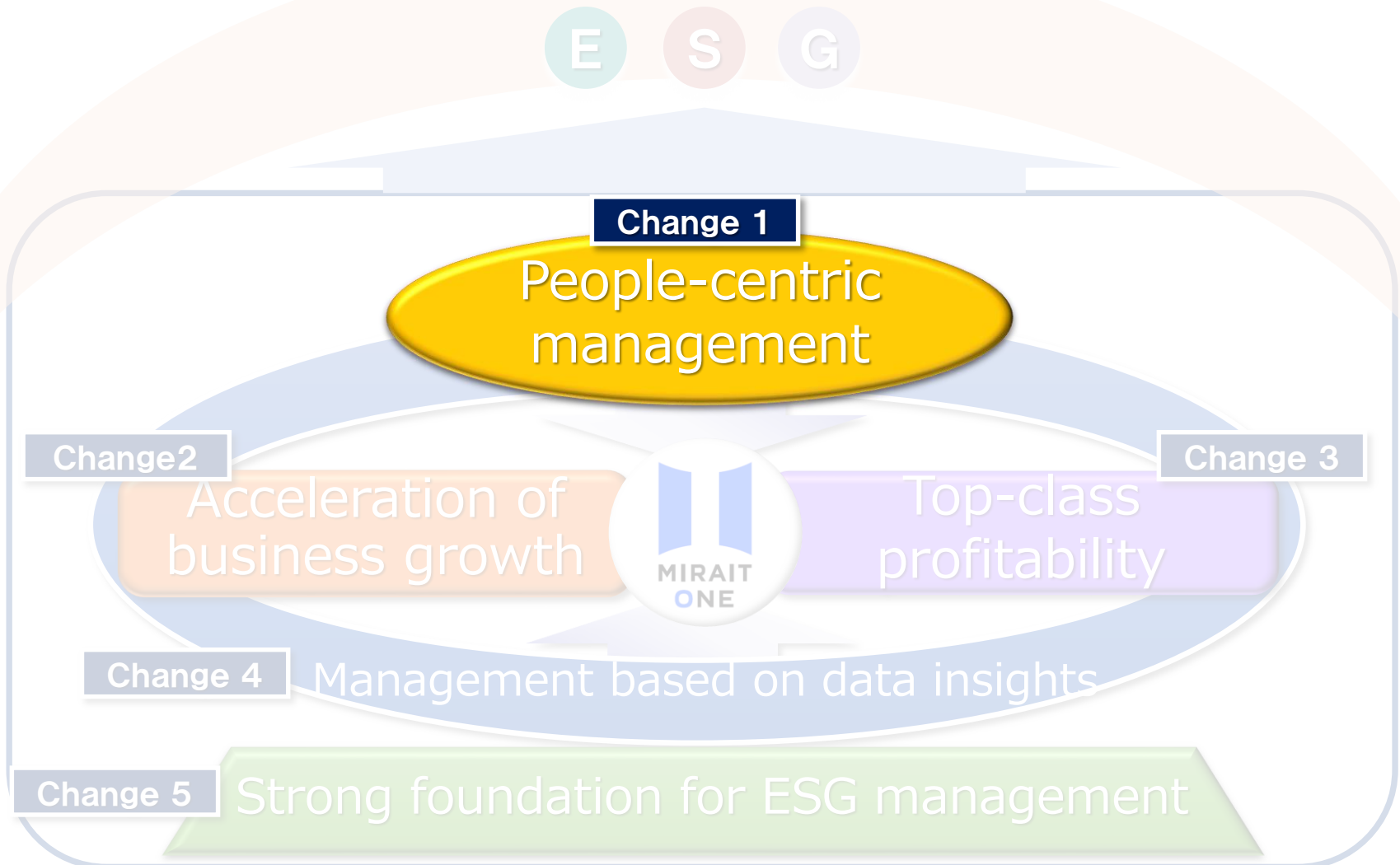


Business transformation and the “Five Changes”

Important societal issues to be addressed (Materiality)



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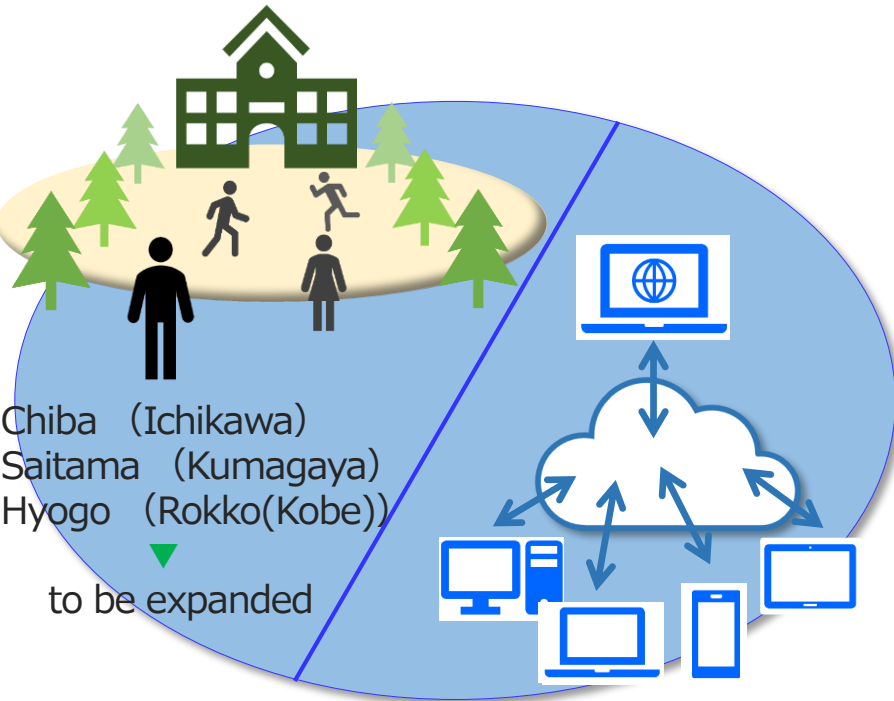
July 2022 Start Mirai College

“Driving Force for Business Structure Reform”

which provides Learning and Connections

(At the start of opening at July 2022)

Real Campus



Digital Campus



Courses

3Areas Approx.110 Courses

Faculty of Technical skills (technical skills)

Faculty of Management (managing capabilities)

Faculty of Social studies (social skills)



Participants

Start from around 10,000 people

MIRAIT One Group companies/Partner companies

Learning management and support of business associates through[※]LMS



Enhanced community function.

Business chat function, information exchange through video uploads

Promoting interaction beyond the boundaries of the company/organization ※ **Learning Management System**

Strategic strengthening of internal human resources

"Mirai College"

Muti-skilling

+ mobile + cloud + renewable energy + proposal making capabilities
+ Project Management capabilities

Strategic strengthening of Data insight utilization / D X skills

HR system to facilitate mobility of human capital

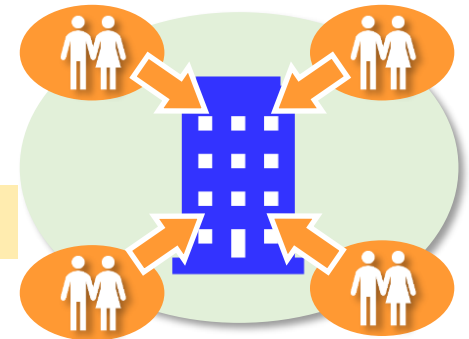
Utilizing in-house side job systems, considering to introduce side-job systems
Considering to introduce JOB-based HR system

Active recruitment of external human resources

Expand strategic mid-career recruitment into growth areas

Acquisition of human resources through M&A, etc.

Become a diverse group of human resources, including foreign engineers
(Diversity & Inclusion)





Smart Work-Life Declaration (Announced November)

MIRAIT ONE work style reforms living with COVID-19



Health management Declaration (Announced July)

Implement measures to respond to working people's needs

Supporting the body (exercise) / mental support / nutritional (meal) support etc.



Basic policy on Human Rights (Announced July) Diversity & Inclusion Declaration (Announced November)

Promoting female in the workplace/Utilizing skills of foreign staff /
Respecting diversity, including L G B T Q

Perspective of employees / perspective of workers

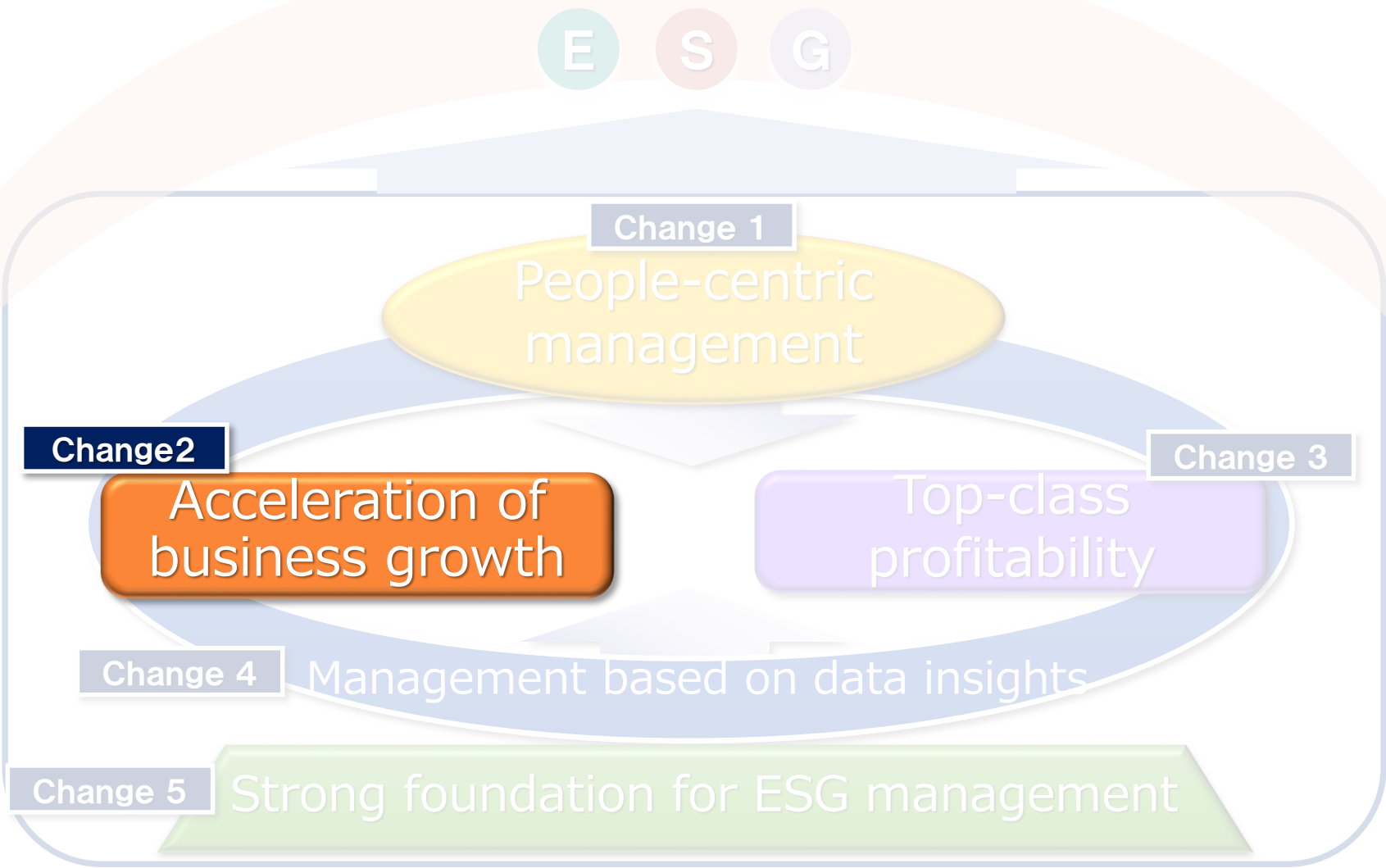


Listen thoroughly and pay attention to their voices

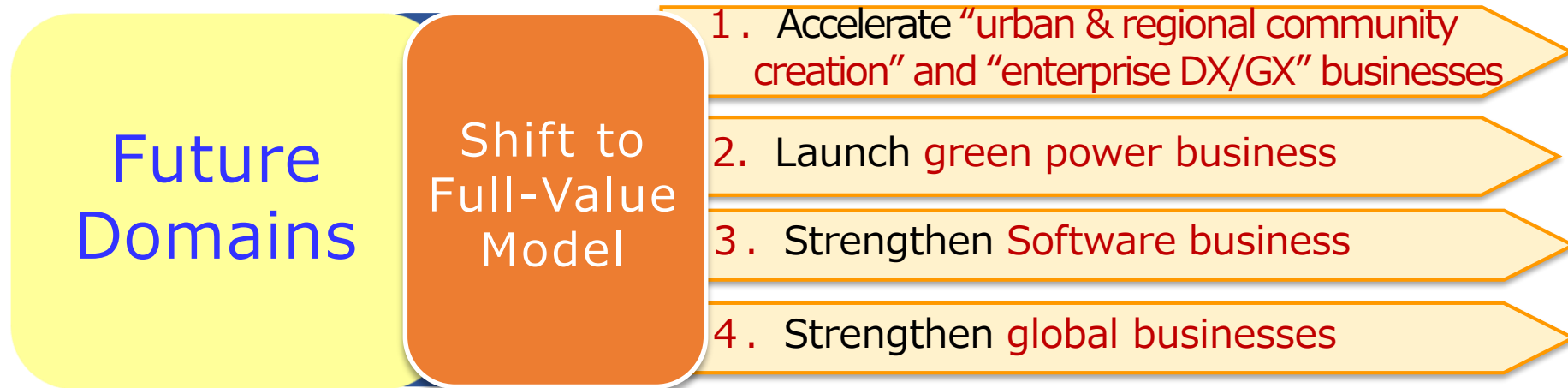


Business transformation and the “Five Changes”

Important societal issues to be addressed (Materiality)



Clearly identify growth areas and redefine as “Future Domains” and invest resources



Strengthen customer base of existing businesses (Increase customers · Evolution of customers)

Enterprise/
Environmental and social
foundation domain

Increase customers

Increase the customer base/number in the
B 2 B / B 2 G markets

Communication
Foundation domain

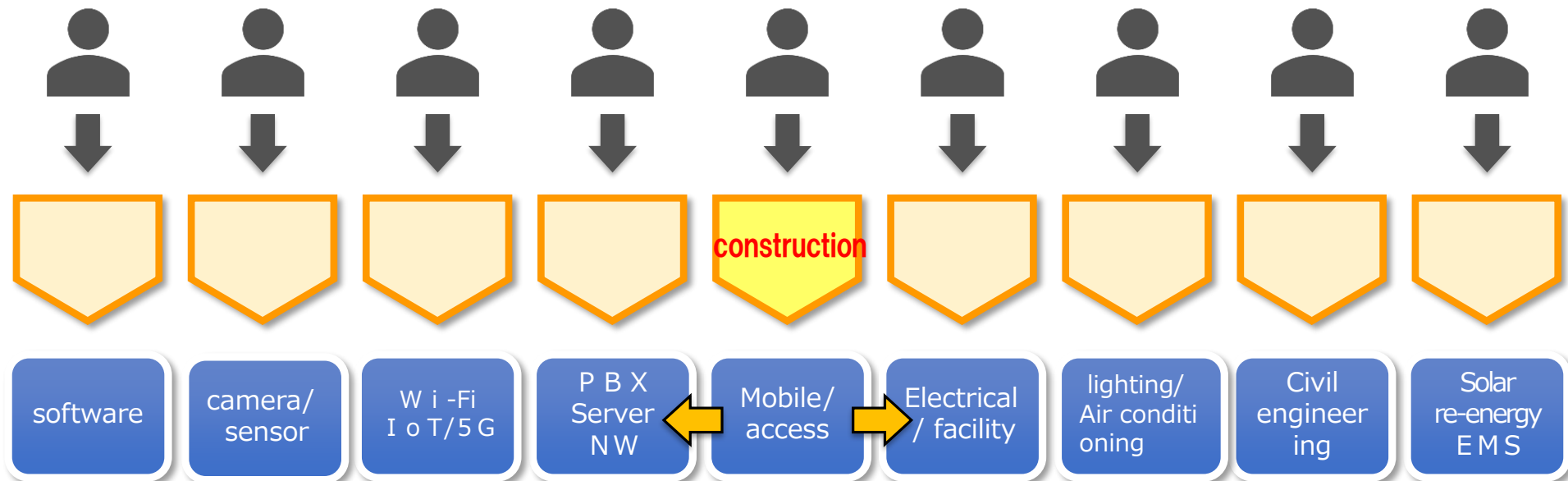
Evolution of customers

Responding to changes in the different
telecommunications carriers (value added business)

Comprehensive Engineering and Services Company

Until now

Attending to individual orders



Focus on single construction

Comprehensive Engineering and Services Company

To a Full Value Type Model

Hereafter

Responding to the more complex and comprehensive needs

Vertical integration
From planning/ proposal to operation/ maintenance

Creation of urban and regional communities

DX / GX

Construction

Operation

maintenance

software × camera/sensor × Wi-Fi IoT/5G × P B X Server NW × Electrical facility × lighting/ Air ondi oning × Civil engineer ing × Solar re-energy EMS

Horizontal integration
multi-engineering

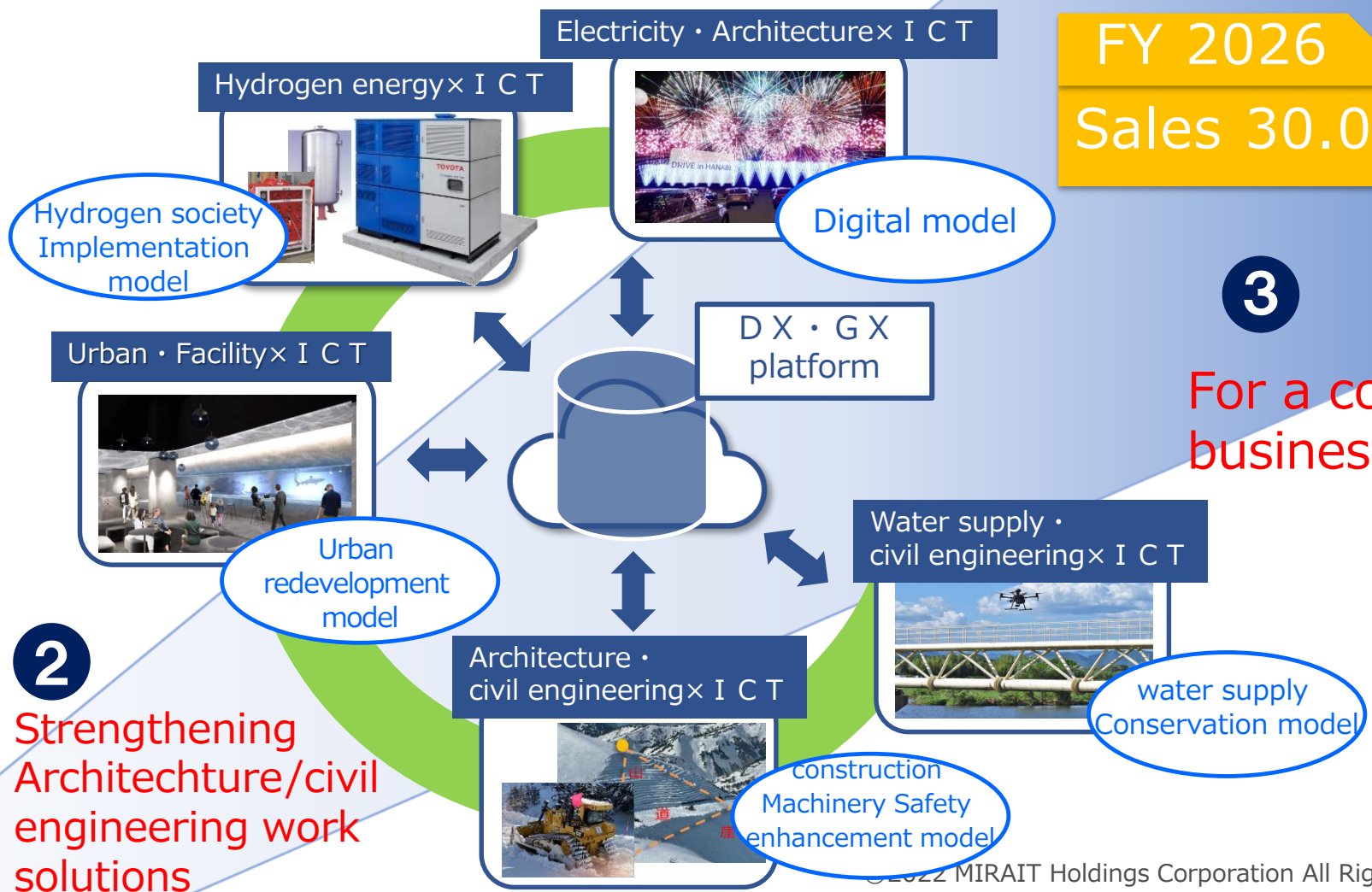
1. Promotion of urban and regional creation and Company DX/GX

To contribute to a resilient and sustainable future for the regions/companies

to a Smart General contractor

1 Full-value type proposals

FY 2026
Sales 30.0bil. yen



3

For a continuing business

2 Strengthening Architecture/civil engineering work solutions

Strengthening realization ability for promotion of urban and regional creation

Architecture · civil engineering × I C T



Development along the railway line / resort

Planning

proposal

Design

Construction

Operation

maintenance

to a Smart General contractor

Seibu Construction strengths



Advanced building and civil engineering capabilities

Synergies with human resources with advanced technical qualifications

- ◇ 1st class architects: about 70
- ◇ 1st class building construction managing engineers: about 180
- ◇ 1st class civil engineering managing engineers: about 220
- ◇ Railroad construction managers: about 150

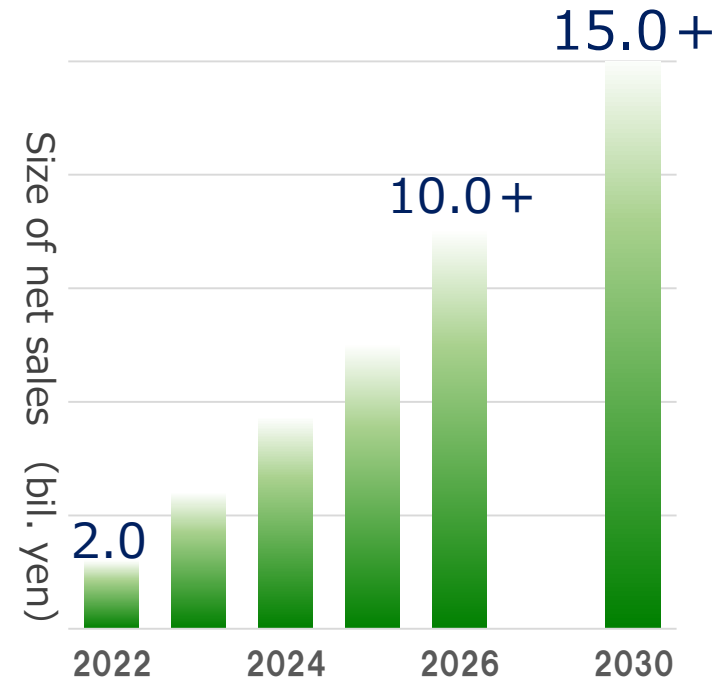
(As of March 31, 2022)

2. Launch of green power business

Develop high-quality, low-cost green power generation business



Sales of power generation equipment
Electricity sales
(F I T/wholesale power/ P P A etc.)



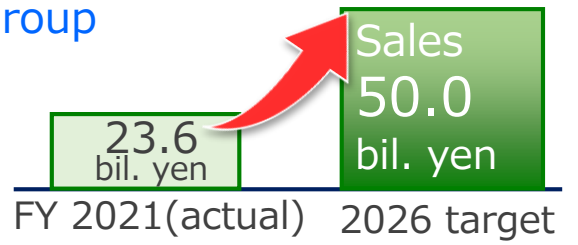
3. Software business as a strategic subsidiary

System Development which only a telecommunications construction group can offer

Network virtualization, i-Construction, Support for IoT data analysis etc.

Contribute to DX realization for our customers and our own group

Leveraging the latest ICT technologies



MIRAIT ONE SYSTEMS Corporation (in July 2022)

Concentrate software related resources

Enhancement of capabilities to make proposals in the upstream process and co-create business

- Add higher value (telecommunication/public sector)
- Strengthen market development (Industry/Finance)

Strengthen the value offering (S I · Software technology)

- Enhance strong points Work force management, data analysis etc.

Development size ↑
Human resources recruitment/ development capabilities ↑

Synergies with group/partner companies

- Product cross sell
- Collaboration with development partners
- Alliance on sales/technology etc.



4. Strengthening of global business

Business expansion centered on DC/communication tower business in APAC

Strengthen Business Portfolio

FY 2026
Net sales
50.0 bil. yen

DC Cabling
(Singapore)



Green Energy business

Datacenter Related business

Telecommunication Tower Business

Telecommunications Construction Business



Communication Tower (Philippines)

FY 2021
Net sales
25.0 bil. yen

Philippines

MPI

LDIC

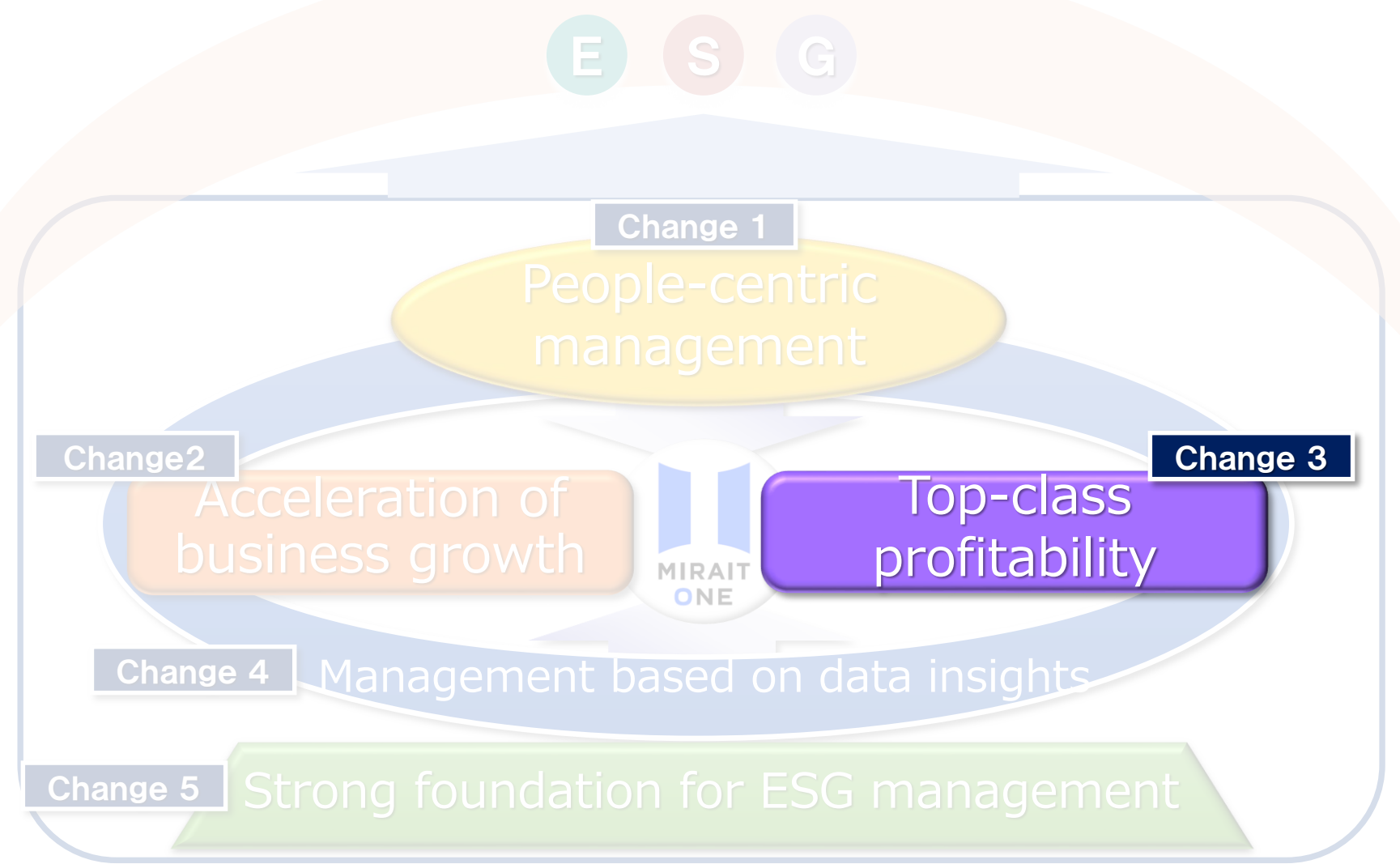
Singapore

Australia

MTA



Important societal issues to be addressed (Materiality)



Reorganization of mobile business subsidiaries



▶ Review business operation structure and improve efficiency through consolidated business operations

COGS ratio
5pt improvement

• Reduction of administrative costs through company consolidation

• Transfer part of the main business to subsidiaries

Integration of three companies



▶ Strengthen management base through thorough consolidation and streamlining

• Consolidation of overhead and common departments

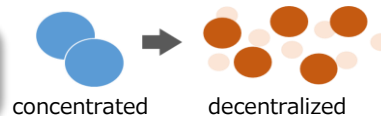
• Consolidation of overlapping divisions of business units

20% improvement
in personnel efficiency

• Review of insurance premiums, etc.

10% reduction

Distributed locations



▶ From concentrated offices to decentralized offices grouped by company

• Distributed locations with an awareness of risk management and work-life balance

• Reduction of office rent by streamlining the head office

10% reduction

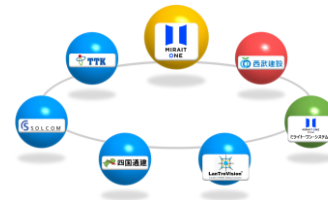
Structural Approach



▶ Fundamental review of business operations and use of data insights

- Simplification, multi-carrier, optimal allocation of human resources
- Value Chain Reform Using Data Insights

Operational Approach



▶ Efficiency improvement through collaboration of 7 companies, review of existing costs

- Improved productivity through the use of new internal systems and benchmarks
- Strongly promoted by the “Profit Up (Improvement)” Committee

Change4 Management based on data insights

Important societal issues to be addressed (Materiality)

E S G

Change 1

People-centric

Change 2

Acceleration of business growth



Change 3

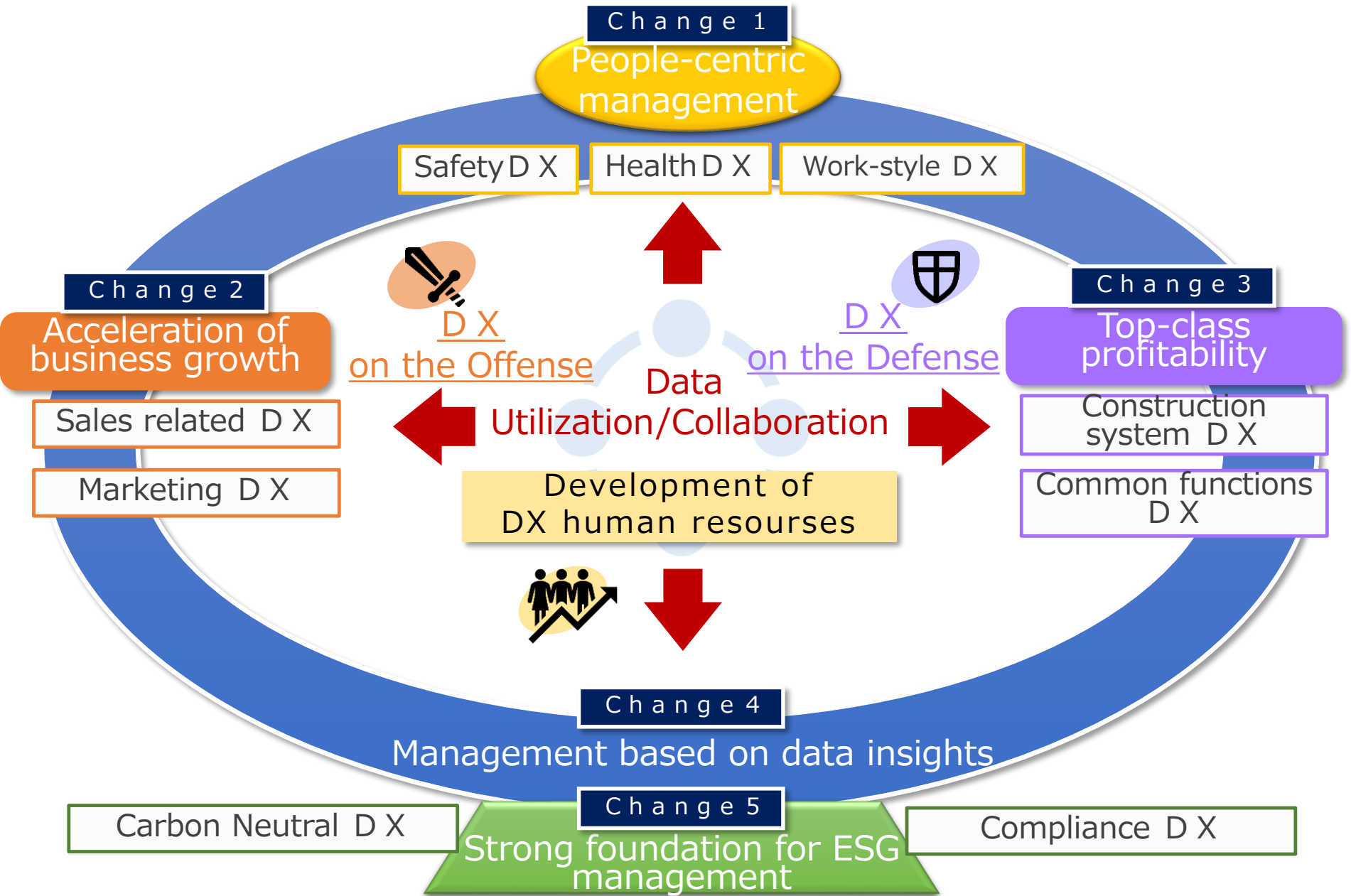
Top-class profitability

Change 4

Management based on data insights

Change 5

Strong foundation for ESG management



Data Insight Management (Towards DX Promotion)

DX on the Offense

Marketing DX



Knowledge-based data environment development

Product/Skills/Template/Order and Lost Order Cases

Sales related DX



Optimization of sales approach

Customer DB upgrading (channel/contact history, etc.)

DX on the Defense

Construction system DX



Value chain reform

Common function DX



Smart construction Model (Camera utilization / Point cloud data / A I)



B P O / R P A • Robotics utilization

DX talent development

Expert Human resources
(Data Scientists)



External Recruitment + Internal Training

Core Human resources
(DX Planning/ Promotion)



Mid-career selection + New graduate training

Company-wide literacy
(Mindset)



Establish MIRAI College

FY 2026
Core Human resources of around 2,000 people

Change5 Strong foundation for ESG management

Important societal issues to be addressed (Materiality)

E S G

Change 1

People-centric

Change 2

Acceleration of business growth



Top-class profitability

Change 3

Change 4

Management based on data insights

Change 5

Strong foundation for ESG management

Reduction of environmental impact for Society and Customers

- Green power business
- Corporate GX (energy infrastructure, etc.)
- Solar power generation / EV charging facilities



Reduction of in-house greenhouse gas emissions

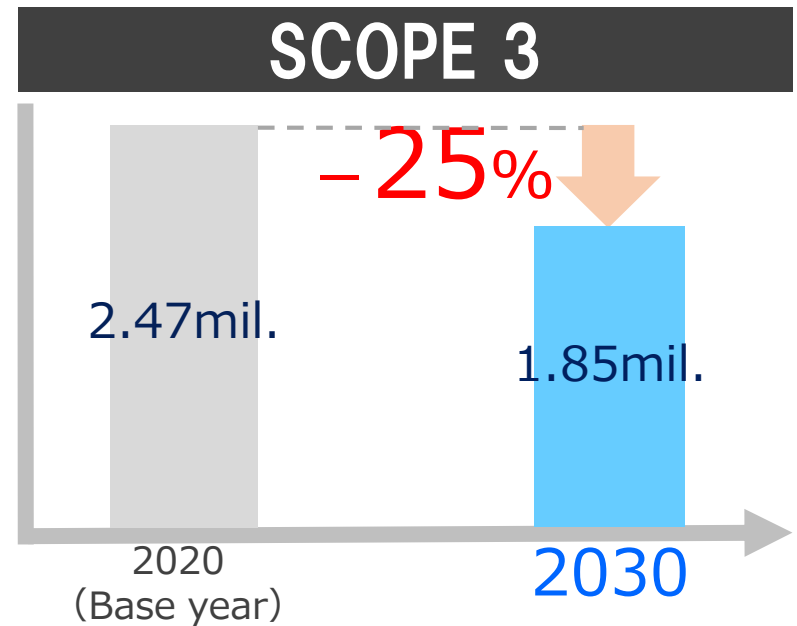
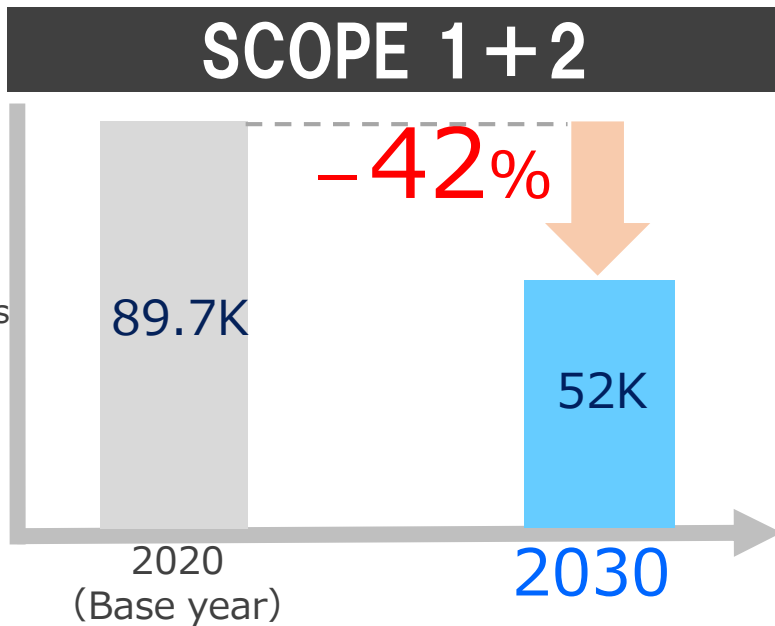
- Promote conversion to EV/HV vehicles
- Switching to Green Electricity at Bases
- GHG suppression by fuel additives



May 2022 Environmental Initiative (SBT※) commitment/Certification application

Yr.2050 Achieve net zero G H G emissions

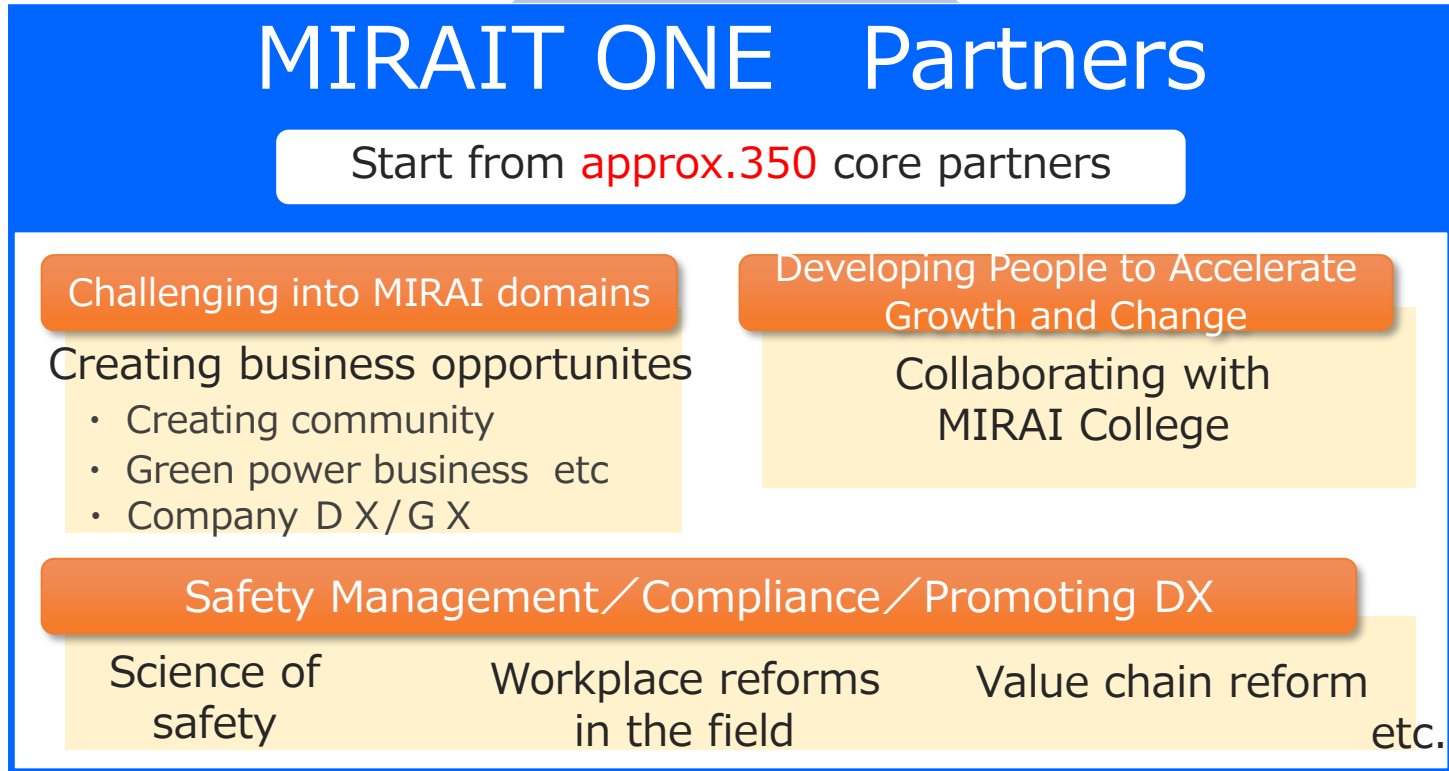
Yr.2030 Reduction target (SBT 1.5°Ctarget level)



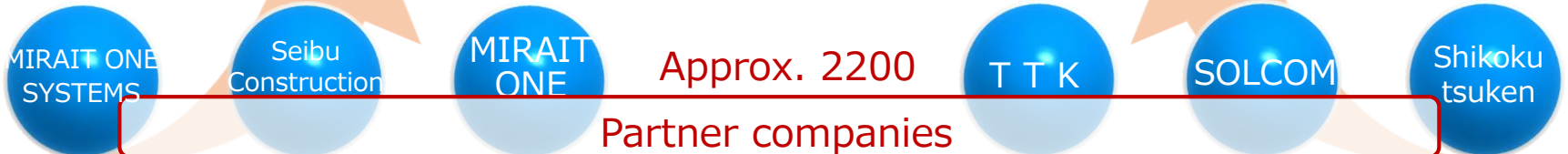
<GHG emissions coverage scope>
consolidated group companies
as of April 2022

(※) Science Based Target : Corporate GHG reduction targets consistent with Paris Agreement levels

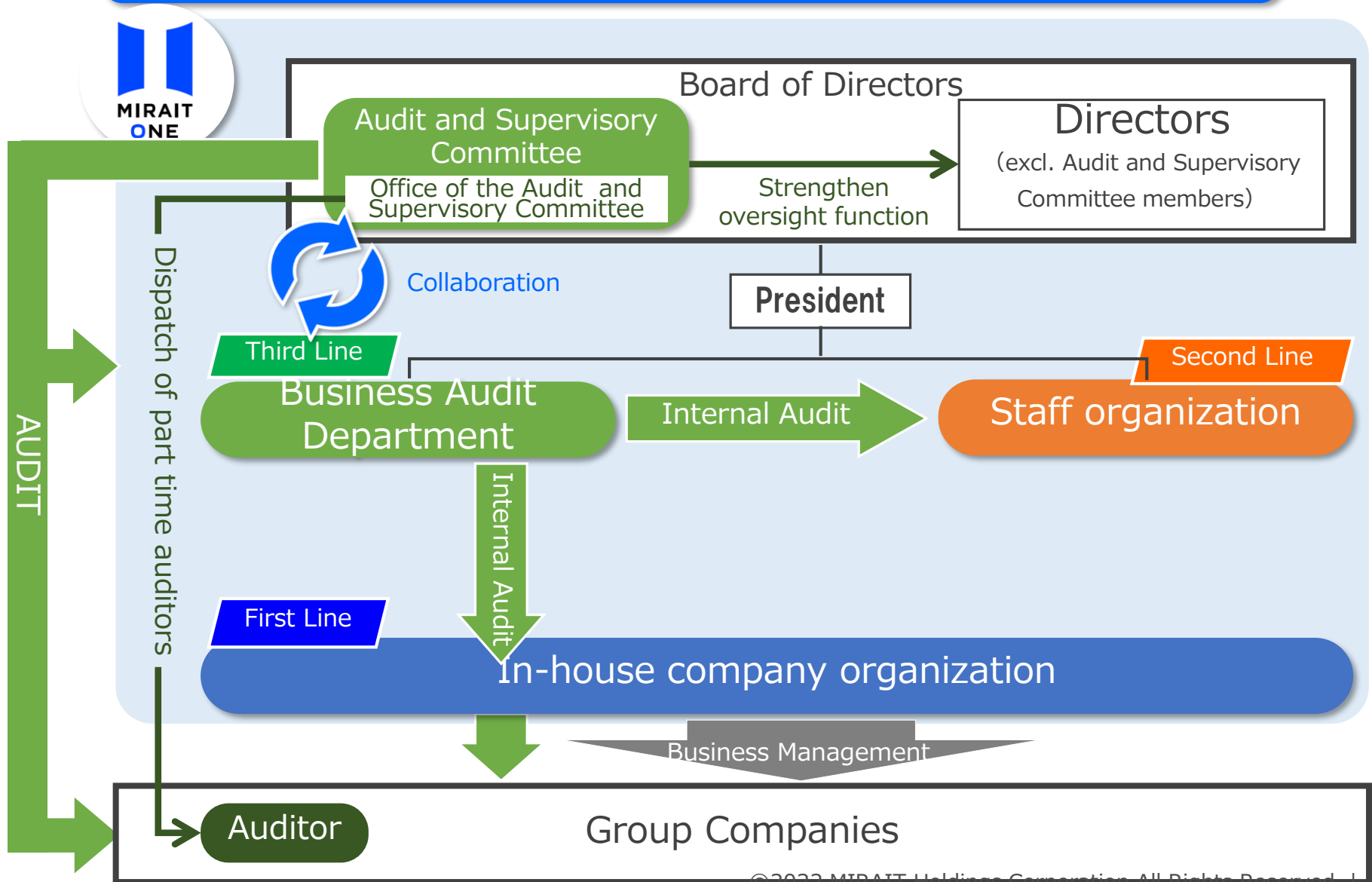
Create and protect "Infrastructure of MIRAI (future)"

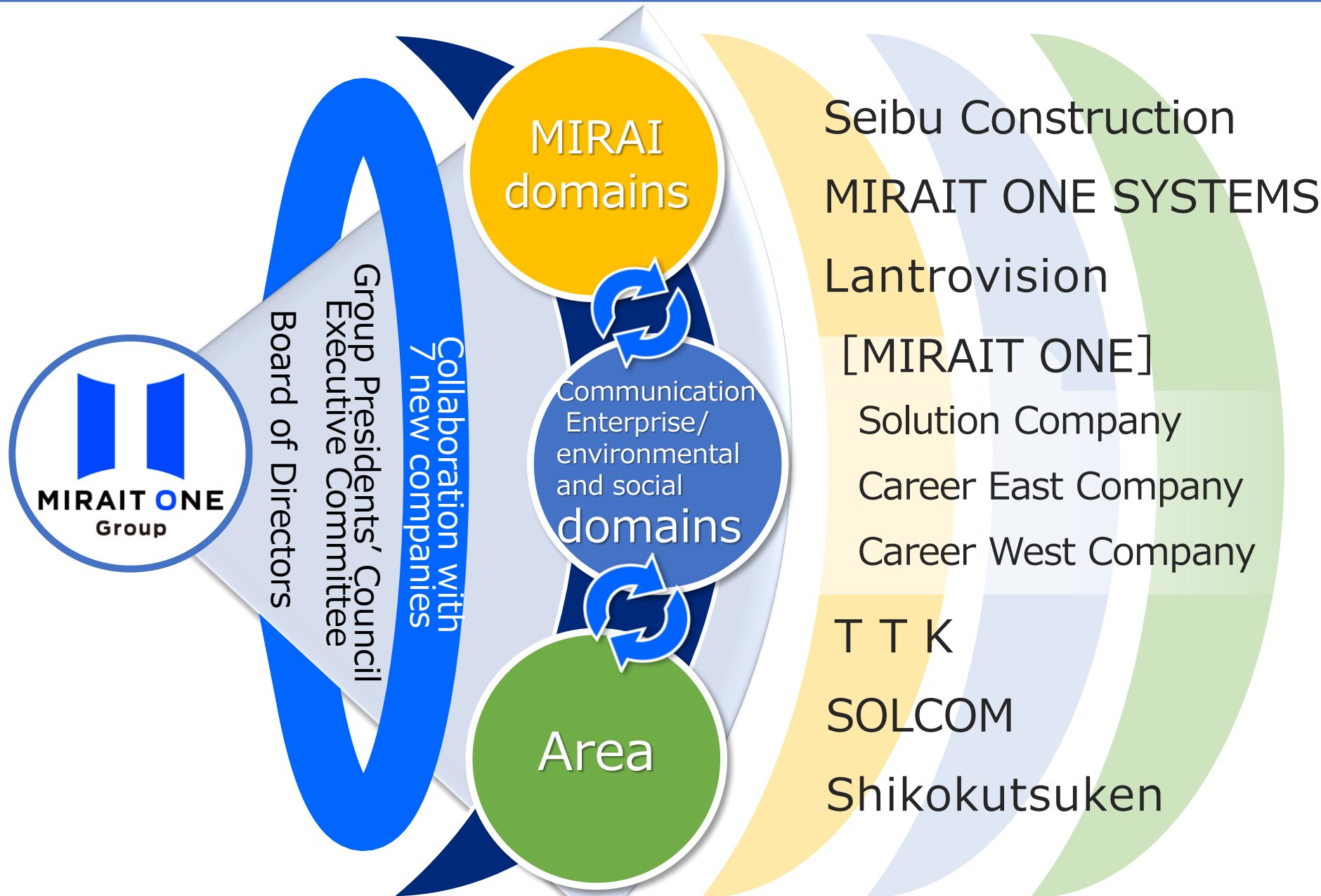


Bringing together a strong field engineering team



Strengthening the audit function by enhancing the audit system and the three-lines of defense





4 FYE 3/2023 full-year forecast

FYE 3/2023 full-year forecast

FYE 3/2023 full-year forecast

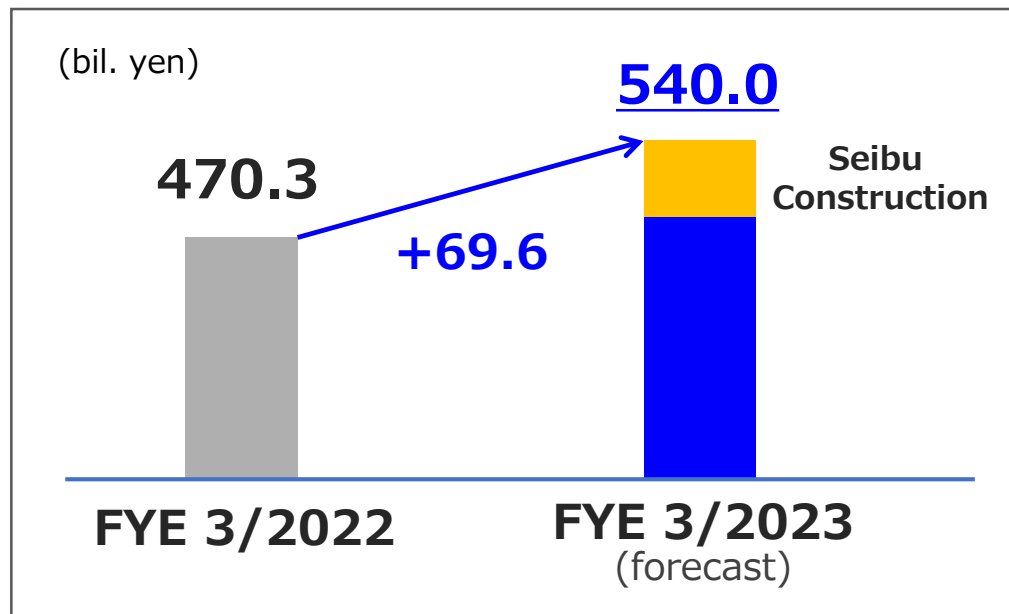
		<YoY>
Orders received	540.0 bil. yen	+18.7
Net sales	540.0 bil. yen	+69.6
Operating income	30.0 bil. yen	-2.8
(margin)	(5.6 %)	(-1.4%)

Shareholder returns

Dividend **55yen** → **60yen**
(3rd consecutive year of dividend increase)

Share repurchase **2.0 bil. yen**
(4th consecutive year of share repurchase)

FYE 3/2023 full-year Net sales forecast



Net sales
540.0 bil. yen

(YoY +69.6 bil. yen)

excluding Seibu Construction

473.0 bil. yen

(YoY +2.7 bil. yen)

- (+) Large-scale electrical work
- (+) Data Center work
- (+) Civii engineering / Construction / renovation work (Seibu Construction)
- (-) Work to build advanced wireless networks
- (-) Mobile business
- (-) Sales of goods

Orders received

540.0 bil. yen

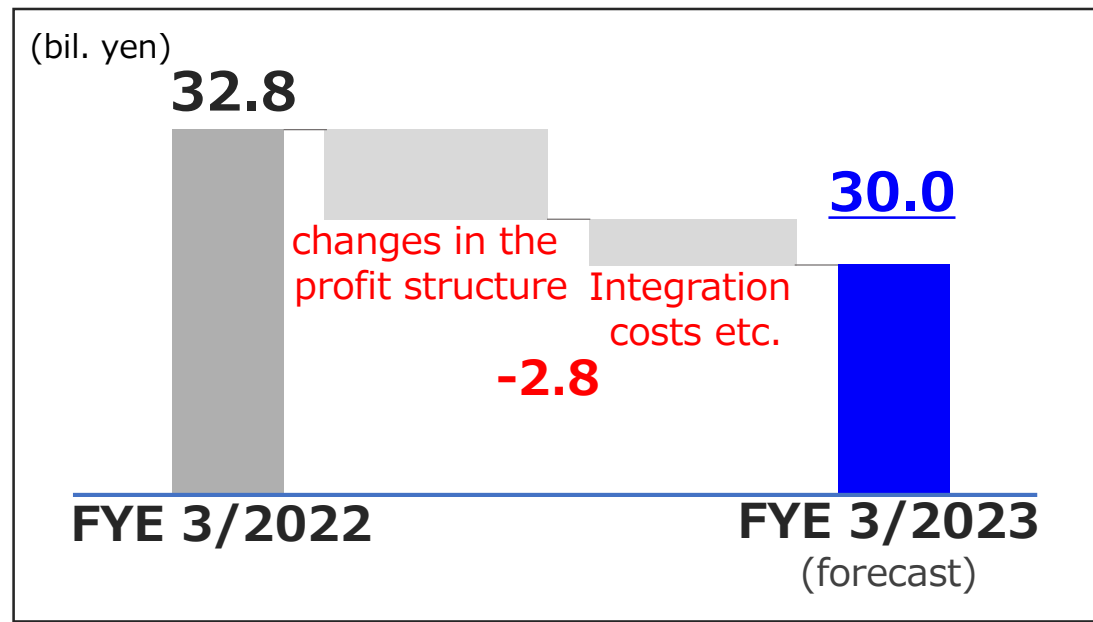
(YoY +18.7 bil. yen)

excluding Seibu Construction

464.5 bil. yen

(YoY +1.3bil. yen)

FYE 3/2023 full-year Operating income forecast



Operating income
30.0 bil. yen
(YoY **-2.8 bil. yen**)

Operating income ratio
5.6%
(YoY **-1.4 P**)

changes in the profit structure

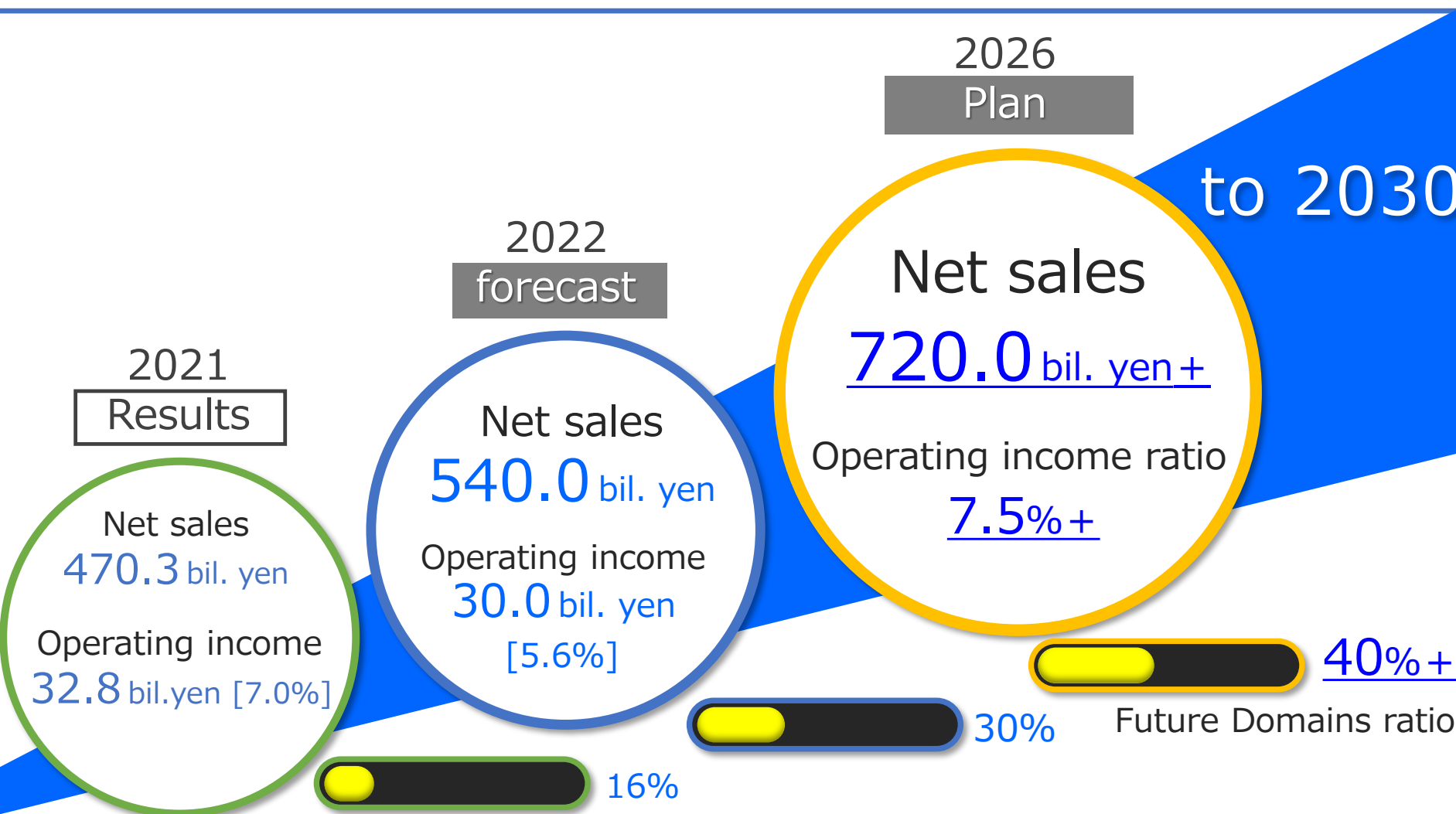
- (+) Environmental & Social Innovation Business
- (+) ICT Solutions Business
- (-) Work to build advanced wireless networks
- (-) Mobile business
- (-) Sales of goods

Integration costs etc.

- (-) Branding cost
- (-) Information system renewal cost
- etc.

5 Medium-term Management Plan (2022 – 2026)

Medium-term Management Plan (2022 – 2026) (Financial①)



4th Medium-term Management Plan (2019 - 2021)

5th Medium-term Management Plan (2022 - 2026)

MIRAIT ONE Group Vision 2030

Further Strengthening of Shareholder returns

- ▶ Total shareholder return ratio at **50%** level
 - Stable dividend growth and flexible share buyback
- ▶ Considering retirement of treasury stock that has no intended use

Enhance investment for growth

- ▶ Allocation of Free Cash Flow after shareholder returns will be prioritized to growth investment
- ▶ Utilization of Liabilities will also be considered (assuming external credit rating of 【A】 is maintained)

Medium term
target

R O E **10%+**

E P S growth rate **10%+** (per year)

Medium-term Management Plan (2022 – 2026) (non Financial)

E Environment



Decarbonization	Percentage Reduction of Green House Gas emissions	Scope 1 · 2 ▲42%	Scope 3 ▲25% (FY 2030)
Resource Recycling	Industrial waste final disposal ratio	1.5% or below (FY2030)	

- ※ Scheduled: July
 - Green products procurement guideline
 - Policy on disposal of industrial waste

S Society



Safely quality	Number of major personal accidents / Number of major equipment accidents	Aim for zero
Talent development	% personnel with multiple qualifications	50% and above (FY 2026)

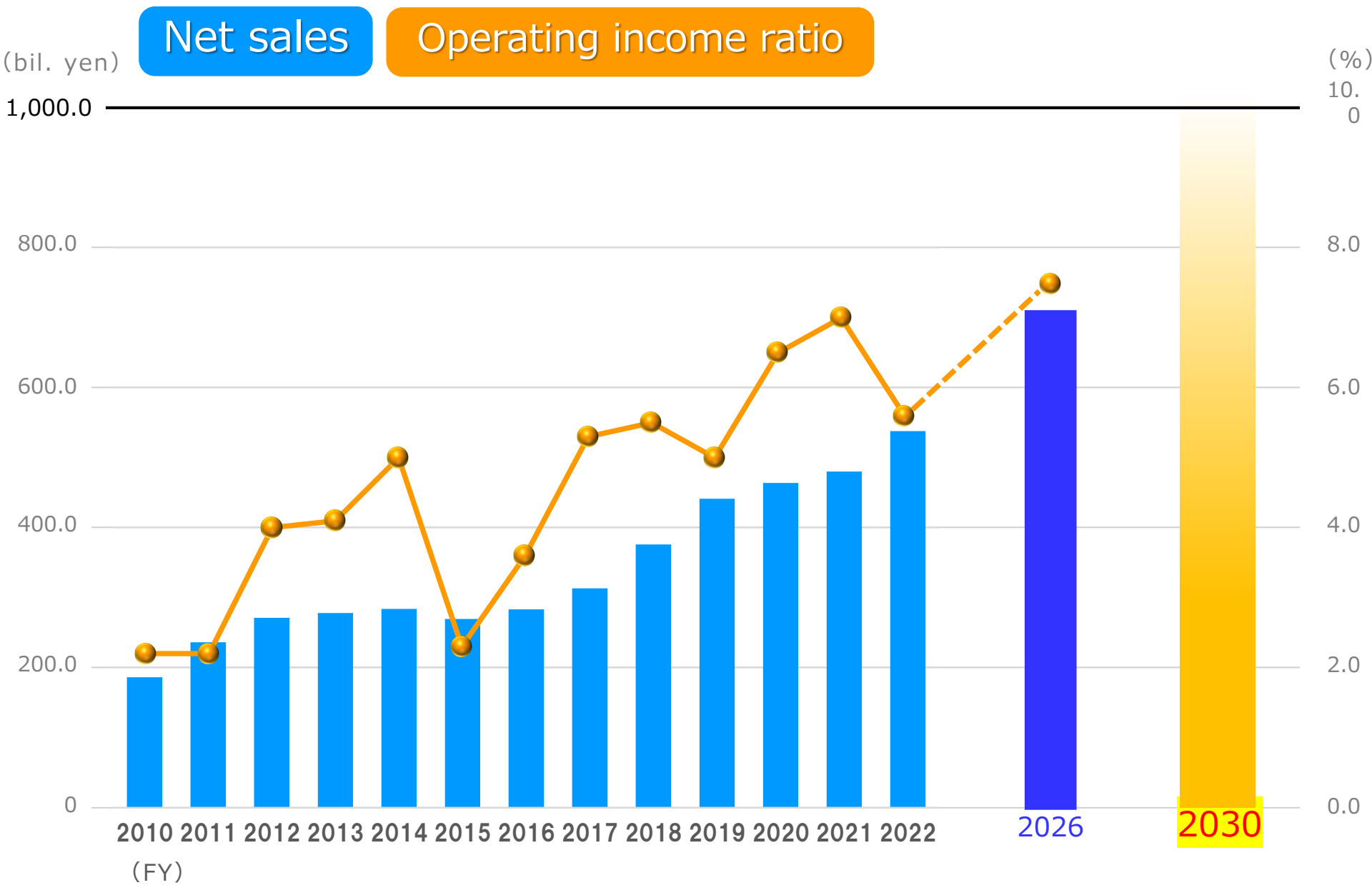
- ※ Scheduled: July
 - Open MIRAI College
 - Health Management declaration
 - Basic policy on human rights
- Scheduled: November
 - Smart work/life declaration
 - Diversity & Inclusion Declaration

G Governance



- ※ Scheduled: July
 - Transition to Company with Audit and Supervisory Committee
 - New Group management structure

Image of where we see ourselves in 2030



As humans, we have nearly achieved the future
of dreams in books, movies and manga.

Not because we dreamed it,
but because we kept looking
and discovered ways to give it shape.

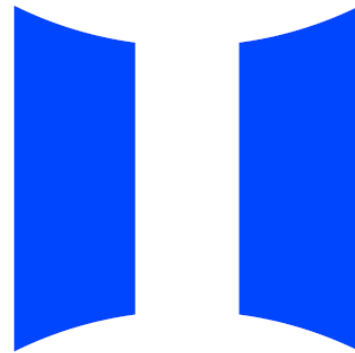
Our engineering technology,
cultivated through infrastructure,
has the power to implement a bright future.
It's time to use this power to benefit society
and build an ideal tomorrow.

We will contribute to the transformation
of society more dynamically than ever,
implementing our technologies in multiple fields
from communications and disaster prevention
to education and urban development.

The Power to Build Tomorrow.  **MIRAIT ONE**

we envision a thriving future
because we are able to bring implementation
into every aspect of life and business.

To become MIRAITS ONE Group
in July 2022



**MIRAITS
ONE**

The Power to Build Tomorrow.



MIRAITS ONE SYSTEMS



Precautionary Statement

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