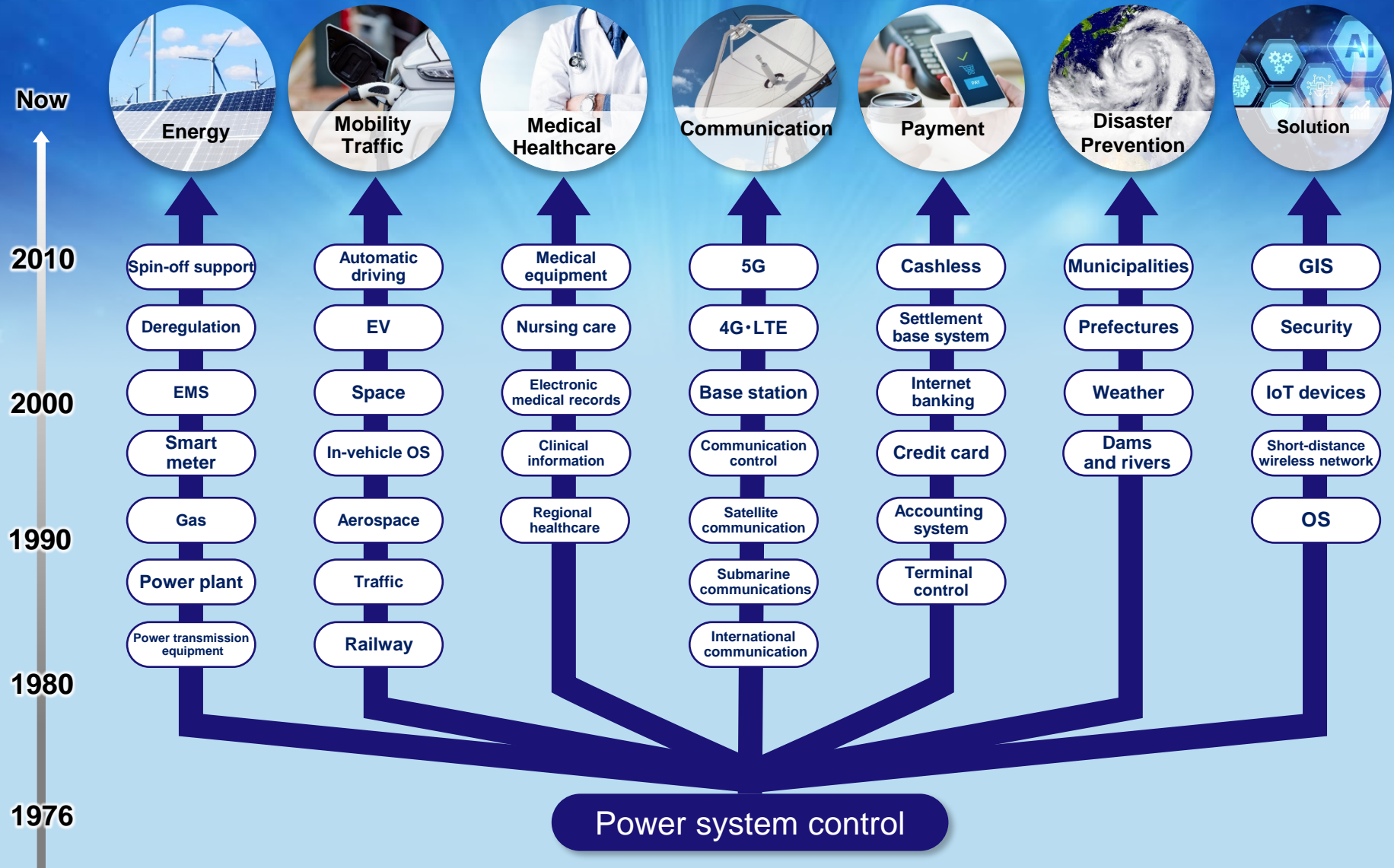


**To become an engineering company
co-creating the future through innovation**

New Mid-term Management Plan

(April 2021 - March 2024)

Evolving business domains



"ICT solution" and "Advanced Technology" for **Safety/Security/Comfort/Environmental**



Energy (electricity/gas)

Grid/Control

New electric power

Smart meter

EMS

Wheeling system

Customer management



Mobility/Traffic Infrastructure

Next-generation automobiles

Railways

Aviation

Space



Medical/Healthcare

Electronic medical records

Nursing care facilities

Medical equipment

Regional healthcare



Communication

5G wireless station

Local 5G

Operational System

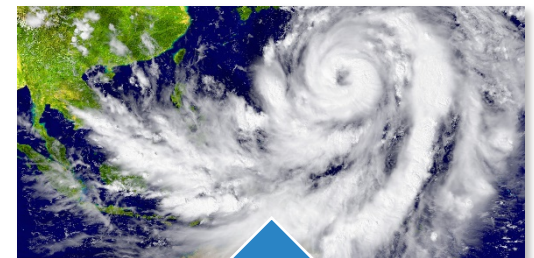


Payment

Credit card

Settlement base system

Cashless support



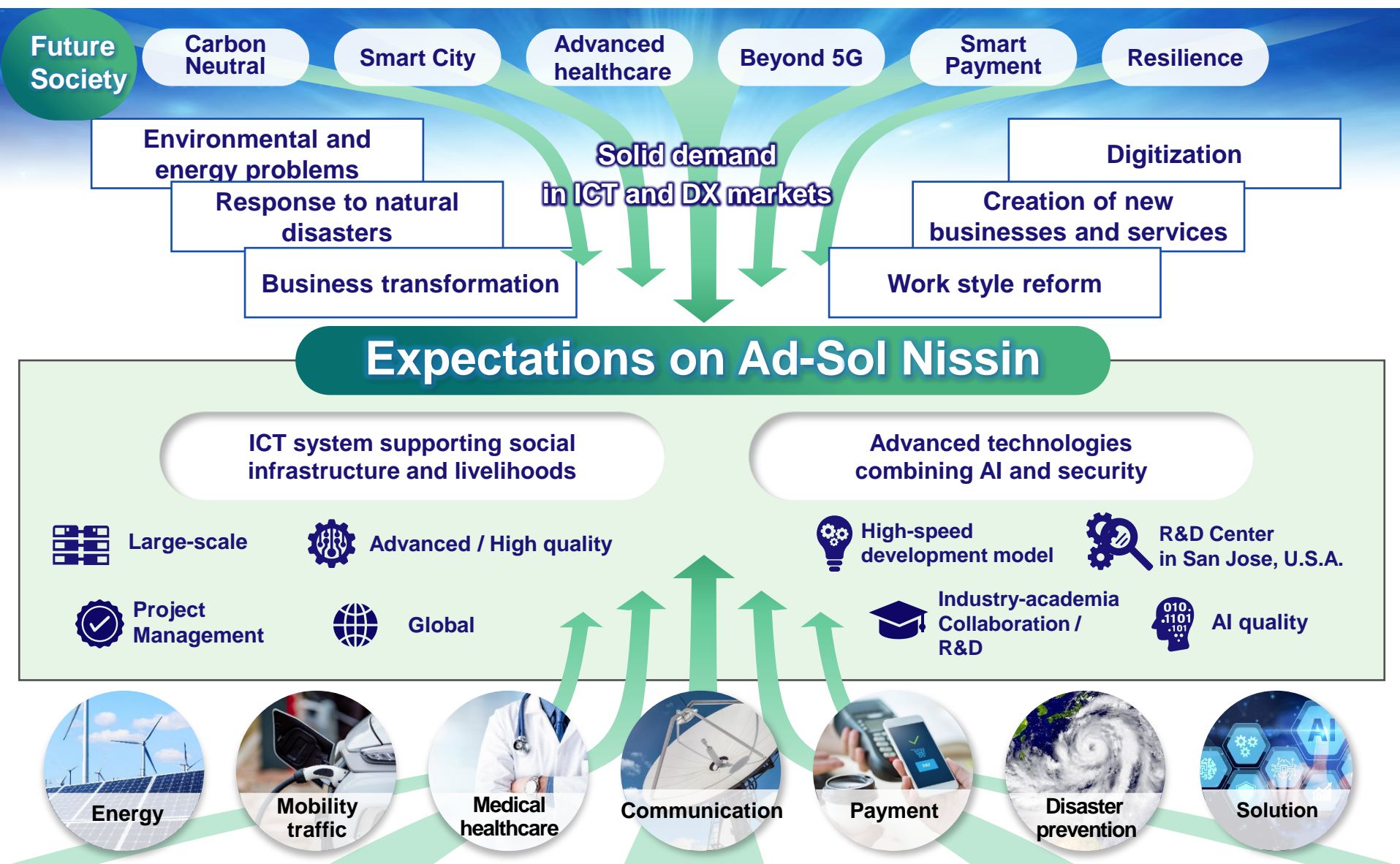
Disaster prevention

Local government disaster prevention

Weather

River basin management and dam monitoring

Ad-Sol provides **values** required for the realization of future society



To achieve net sales of **20 billion yen** and an operating margin of **10% or higher**

Step 1: To expand **hybrid digital integration services**

Step 2: To evolve into **integrated digital solutions**

**50th
anniversary**

FY3/26

Net sales
20 billion yen

Operating
margin
10% or higher

FY3/24

Net sales
17 billion yen

Operating
income
1.7 billion yen

Step 2

To evolve into **integrated digital solutions**

FY3/21

Net sales
**13.5 billion
yen**

Operating
income
**1.28 billion
yen**

Step 1

To expand **hybrid digital integration services**

**CAGR: 8.1% for net sales and
10% or higher for operating income**

CAGR: Compound Annual Growth Rate

Average growth rate in the set period from FY3/2021 to FY3/2026

SUSTAINABLE DEVELOPMENT GOALS

**To become an engineering company
co-creating the future through innovation**

Protecting livelihoods and society
Supporting Japan's manufacturing field

Social Infrastructure

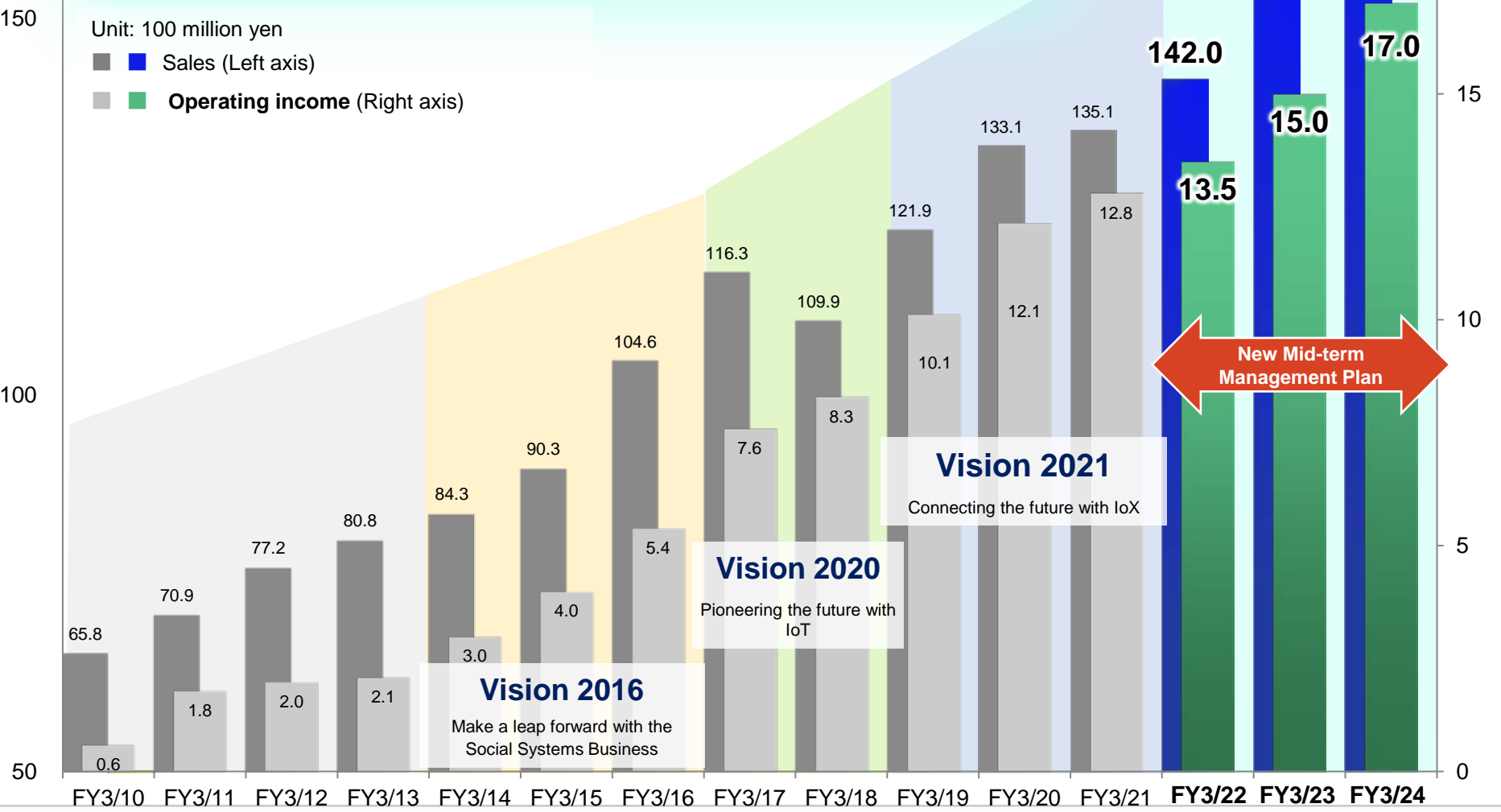


Cutting-edge Technologies



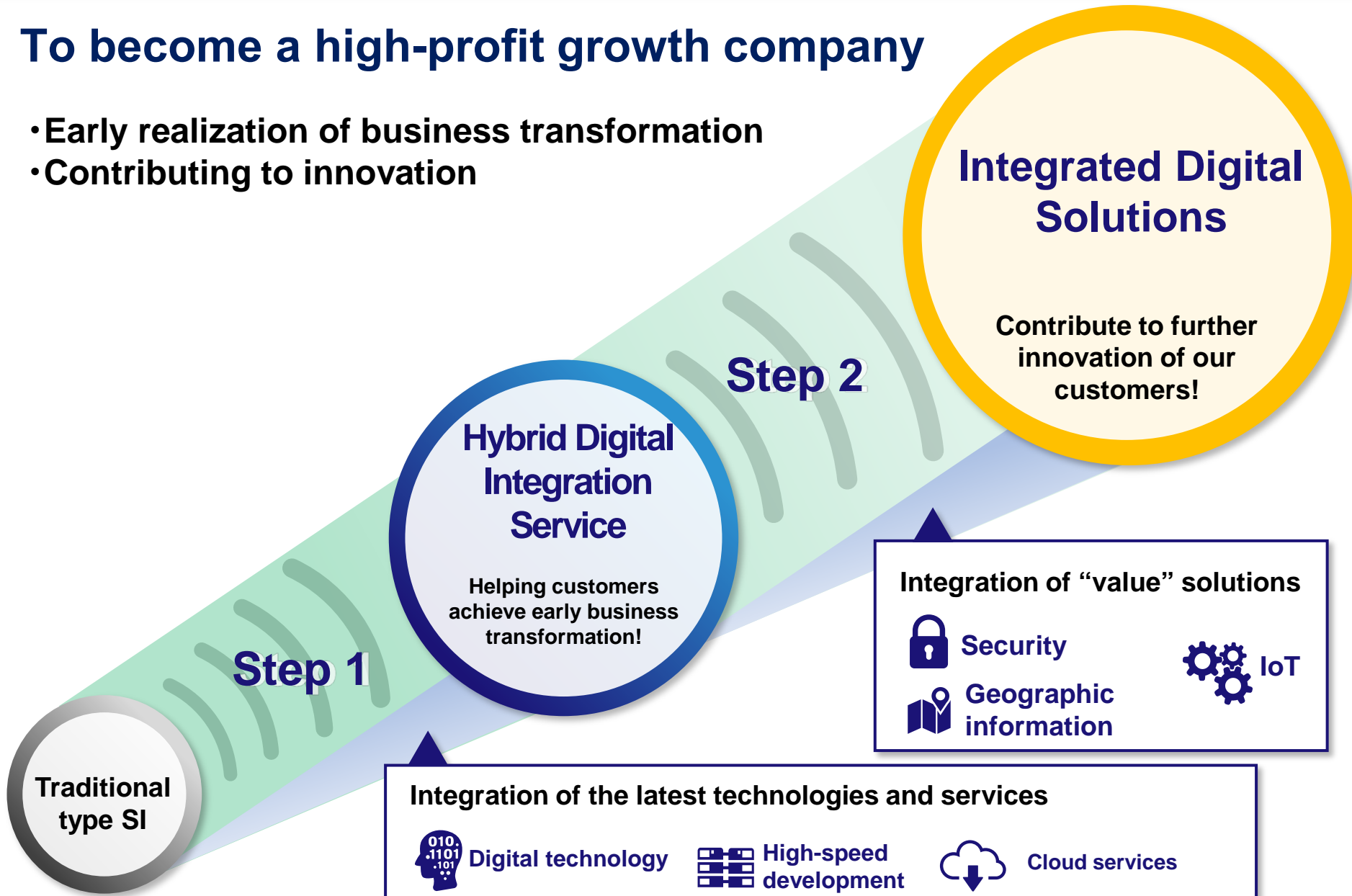
Increase profits for 14 consecutive years!!

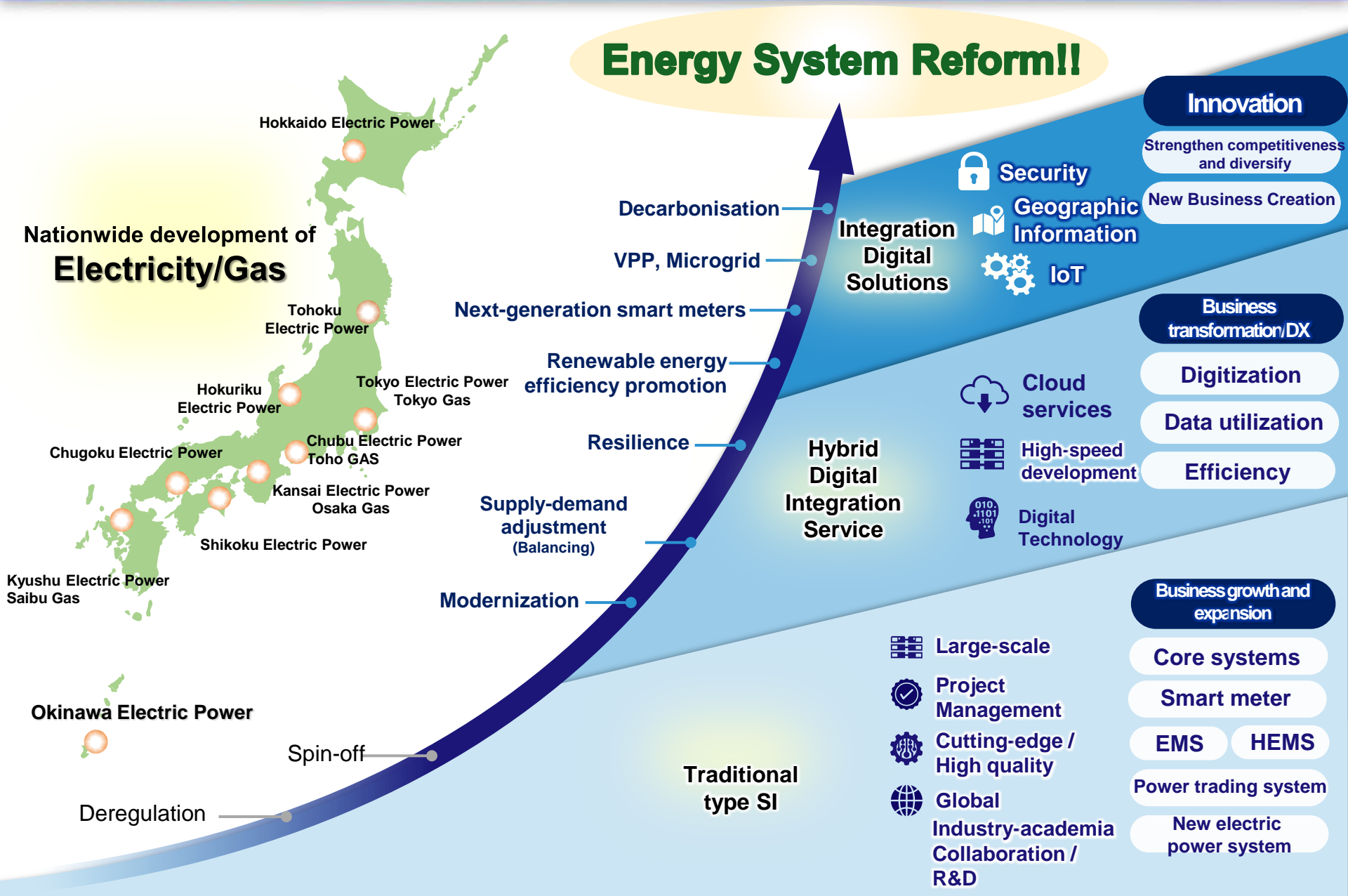
To become an engineering company co-creating the future through innovation



To become a high-profit growth company

- Early realization of business transformation
- Contributing to innovation





Social Infrastructure Business

【Energy (Electricity/Gas)】

- Decarbonization
- Microgrid
- Renewable energy efficiency promotion
- Modernization
- Resilience
- Next-generation smart meters
- Supply-demand adjustment (Balancing)
- VPPs (Virtual Power Plant)

【Traffic (Space, Aviation, Railways)】

- Space (satellites, monitor, disaster prevention, data, security),
- Aviation (airport systems, airline carriers, digitization)
- Railways (operation, maintenance, maas, core system, ticketing)

【Next-generation communications】

- Beyond 5G/6G, local 5G, virtual base stations
- Quantum cryptography, open wireless access networks

【Public works/disaster prevention】

- Early recovery, resilience, disaster mitigation, and prefectural disaster prevention





Advanced Industry Business

【Next-generation Automobiles】

- Mobility (CASE, MaaS, V2X, Cryptographic key)
- Automatic driving (ECUs, Motor Control)
- EV (EV, Guided Motor)

【Medical / Healthcare】

- Medical Equipment (Inspection equipment, Diagnostic equipment, Related products)
- Medical IT (Regional healthcare, Hospitals and nursing facilities, Electronic medical records, Emergency transport, Telemedicine)

【Data Utilization Service】

- Digital/Marketing (Industrial, Distribution, Healthcare)
- Payment (Cashless, Electronic payment, Foundation systems)

【Value Solution】

- 5 Solutions (Manufacturing, Energy, Disaster Prevention, Healthcare, Local Governments)
- Key Technology (Security, Geographic information, IoT)



Alliance Strategy

[Growth of Ad-Sol Group]

- Promote capital and business alliances to expand the development structure
- Expansion of business domains and development of M&A that leads to strengthening of technological capabilities

[Co-creation of advanced solutions and services]

- Co-creation of solutions with companies with advanced technologies and services
- Building a business model and collaborative system centered on solutions

Global strategy



[Expansion of development system in Asia and ASEAN region]

- Responding to increased demand for ICT systems

Ad-Sol Asia Corporation (wholly-owned subsidiary): Promote overseas offshore development

Global Developed Bases: Vietnam (Hanoi, Danang, Ho Chi Minh)

China (Beijing, Dalian)

[Creation and provide of digital innovation services]

- Provision of digital services for domestic and overseas markets



Digital strategy

【Creating new key technologies】

- Industry-academia collaboration: Waseda University (EMS), Keio University (GIS:Geographic information system), Ritsumeikan University(Security, OS), Chiba University (VR:virtual reality)
- Research institute: National Institute of Advanced Industrial Science and Technology (AI-quality, AI-efficient)
- Silicon Valley US : SRD:San Jose R&D Center (Cutting-edge security)

【Research of original development model】

- Development model: High-speed development (Low Code/No Code), Agile development
- Development style: Location Free, Multi-site distribution development, Project management, High quality
- Solution technologies: DX, AI, Geographic Information, Security, IoT

Corporate Strategy

【Development of professional human resources】

- Advanced Expertise: Project manager, Cutting-edge architecture, Digital analyst
- Diversity: Recruitment, training, systems

【Realization of work style reforms】

- Working environment: Location free, Remote development environment, “New Normal” adopting office

【Accelerating digital innovation】

- Business Platform: Data utilization and strengthen, Location free, Remote work style



Continue to increase dividends!!

Dividend payout ratio: **35% or more**

- To become an engineering company co-creating the future through innovation

40

(Unit: yen)

20

0

FY3/10 FY3/11 FY3/12 FY3/13 FY3/14 FY3/15 FY3/16 FY3/17 FY3/18 FY3/19 FY3/20 FY3/21 FY3/22 FY3/23 FY3/24 FY3/25 FY3/26

Vision 2016

Further growth with the Social Systems Business

Vision 2020

Pioneering the future with IoT

Vision 2021

Connecting the future with IoX

Vision2026

SUSTAINABLE DEVELOPMENT GOALS



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