

Results for the Fiscal Year  
ended March 2014

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May 9, 2014  
Nihon Unisys, Ltd.

General Overview

Settlement Summary

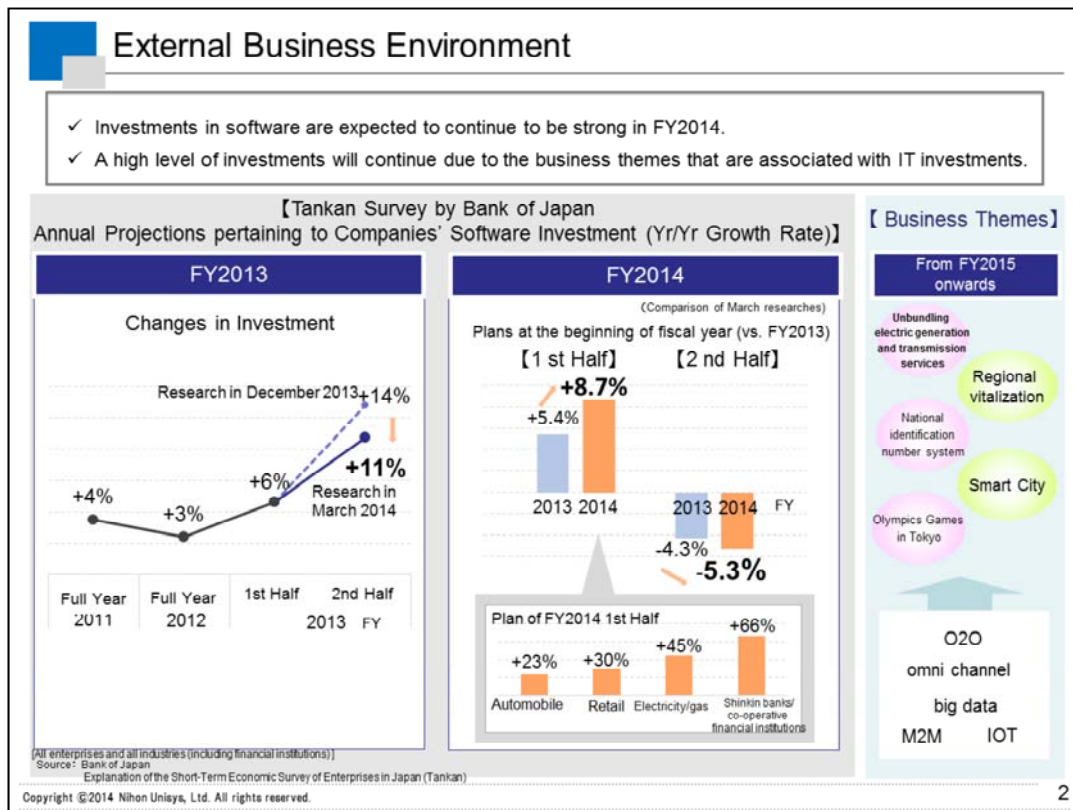
Progress of the Mid-term Management Plan(2012→2014)

Note: The expression "FY/ fiscal year" utilized in this document indicates the fiscal year which finishes at the end of March of the following year.  
(Example: The expression FY2013 refers to the fiscal year ending March 2014.)

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My name is Kurokawa, President & CEO of Nihon Unisys, Ltd.  
Let me brief on the general situation.



Please look at P2.

We have been in a business environment where companies have increased their ICT investments against the backdrop of a gradual recovery of the economy.

The Tankan survey by BOJ shows an increase in software investments in the second half of FY2013. It is forecasted that this increase will continue in FY2014 although it is not clear about the second half.

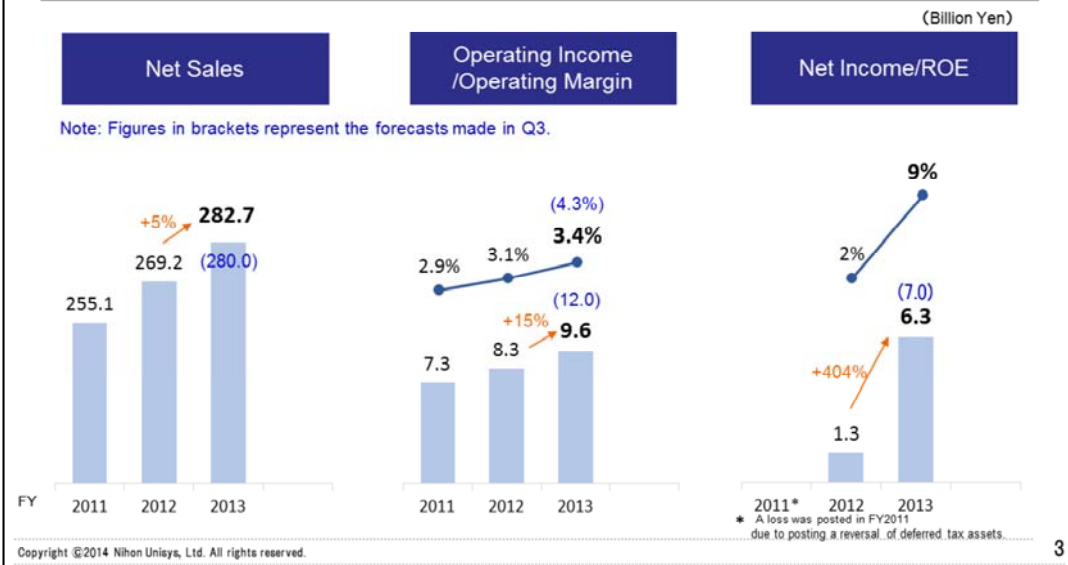
There will be an increase in the plans of investment in automobile and utilities industries where we have our strength. Thus, we are continuously prepared to dedicate all our strength to orders .

Furthermore, we have progressed our cooperation with Dai Nippon Printing, Co., Ltd. in the area of marketing. Also, there are business themes such as the system of national identification number. The system will significantly stimulate ICT investments when it is implemented for financial institutions and other private sectors. We will steadily respond to the demands that may arise.

Next, let me summarize the performance of FY2013. Look at P3.

## Management Summary of FY2013

- ✓ Net sales beat the record of the previous fiscal year and the forecast.
- ✓ Operating income was lower than the forecast due to an gross margin of products suppressed by fiercer competitions, although it increased.
- ✓ Net income grew. ROE was improved to be 9%.



Impacts of a pullback from large-scale renewal projects of the previous period were offset. Thus, net sales beat the forecast and increased by ¥13.5 billion on a year-over-year basis.

Our efforts have begun to have effects on the growth of top line.

Operating income failed to reach ¥12 billion, the planned value, although it increased by ¥1.3 billion compared with the previous fiscal year.

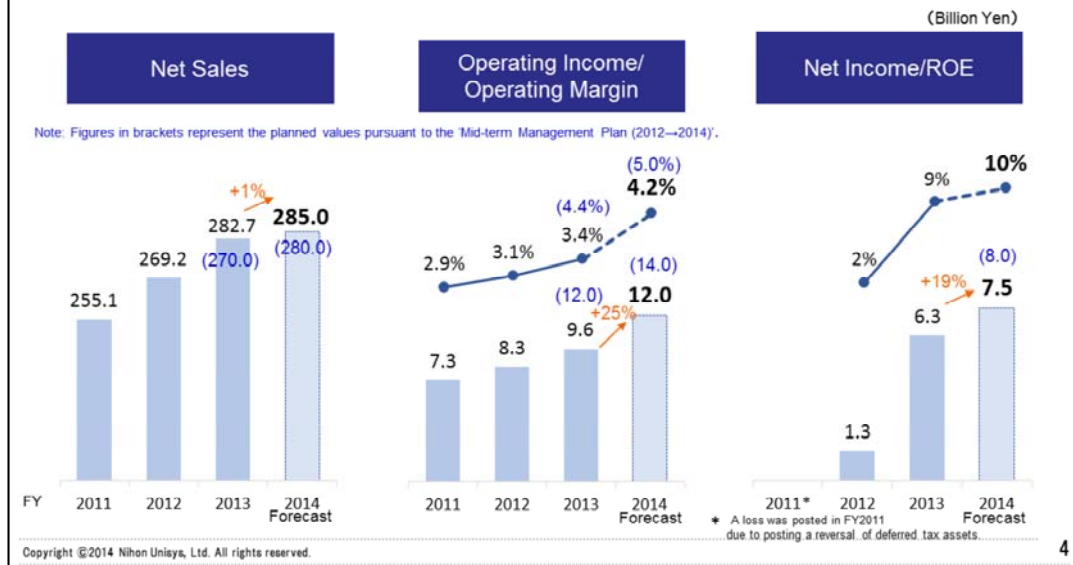
This is due to the fact that operating margin of sales of ICT infrastructure products fell below the forecast as a result of fiercer competitions. This is an issue for our future. We deeply regret that we have failed to respond to the expectations of market. We will aim to achieve it one year later, and so would like to solicit your kind understanding and support in this regard.

Net income increased to ¥6.3 billion from ¥1.3 billion of the previous period. It landed almost as expected. Also, ROE improved and became 9%.

Look at P4.

## Summary of the FY2014 Forecasts

- ✓ Net sales are expected to increase attributable to the sales of core businesses outweighing a pullback.
- ✓ Operating income is anticipated to increase ascribable to the increase in net sales and thorough enforcement of cost management.
- ✓ Net income will increase and ROE will be 10%.



FY2014 is the final fiscal year of the mid-term management plan.

Net sales achieved the target number of ¥280 billion one year earlier.

For FY2014, impacts of pullback and expiration of rental contracts will be outweighed by a steady increase in core businesses.

Net sales are planned to be ¥285 billion

For operating income of the period, we will first steadily achieve the ¥12 billion operating income as planned in the previous period, despite the impacts that I mentioned earlier.

It is lower than ¥14 billion stated in the mid-management plan. This decrease is due to an operating margin shrunk more than expected against the backdrop of fiercer price competitions.

We will prioritize profits for the period. We will make further efforts to implement thorough cost controls, and soon establish earnings models of new businesses.

We expect to achieve ¥7.5 billion net income close to the plan.

We expect a 10% ROE.

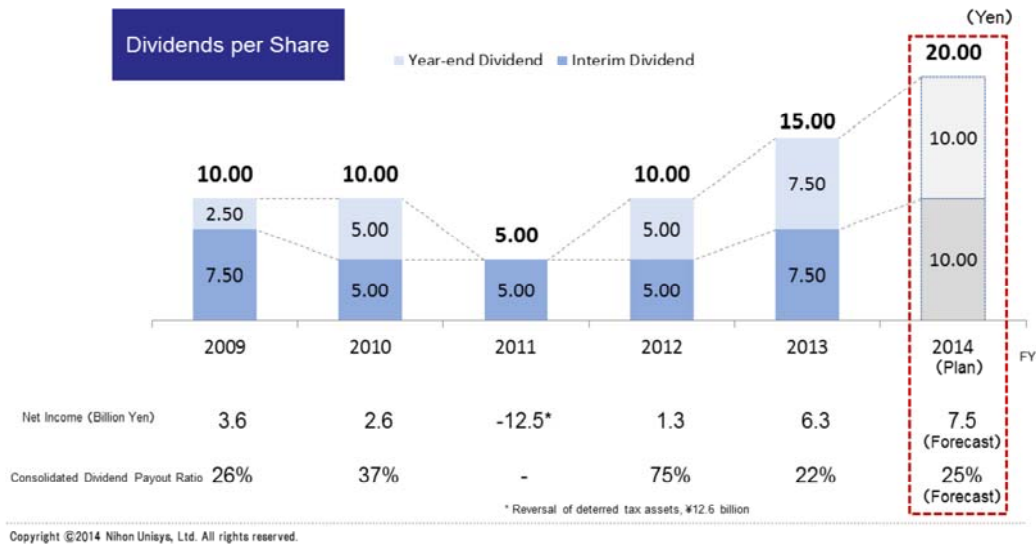
Details about the performance will be explained by CFO, Mukai, later.



## Return to Shareholders

- ✓ FY2013: scheduled annual dividends of ¥15 (increase by ¥5, dividend payout ratio of 22%)
- ✓ FY2014: scheduled annual dividends of ¥20 (increase by ¥5, dividend payout ratio of 25%)

### Dividends per Share



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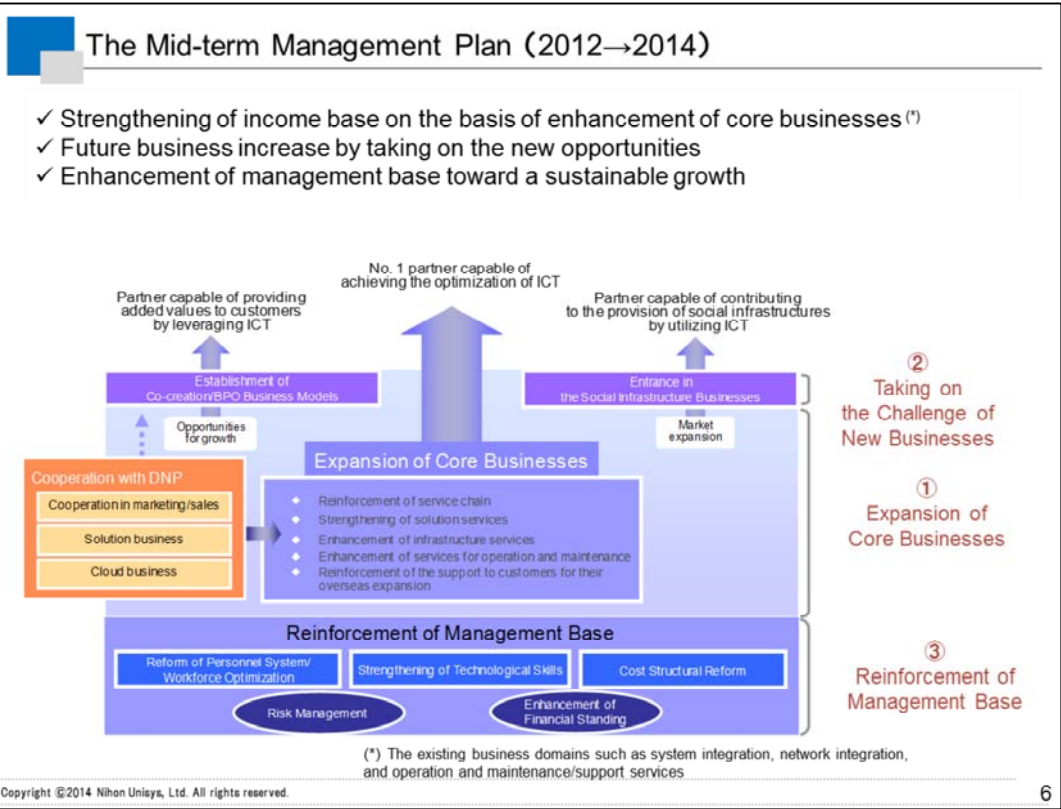
Please look at P5.

Next, let me brief on returns to shareholders.

We establish our basic principle of returning to shareholders through dividends.

We achieved the full-year net income almost as expected. Thus, we will make a FY2013 annual dividend of ¥15 per share as anticipated in the beginning of the fiscal year. We will submit this matter to the general meeting of shareholders.

With respect to the FY2014 dividend, we plan a ¥20 annual dividend per share, up by ¥5, on the assumption of achieving a ¥7.5 billion net income as forecasted.

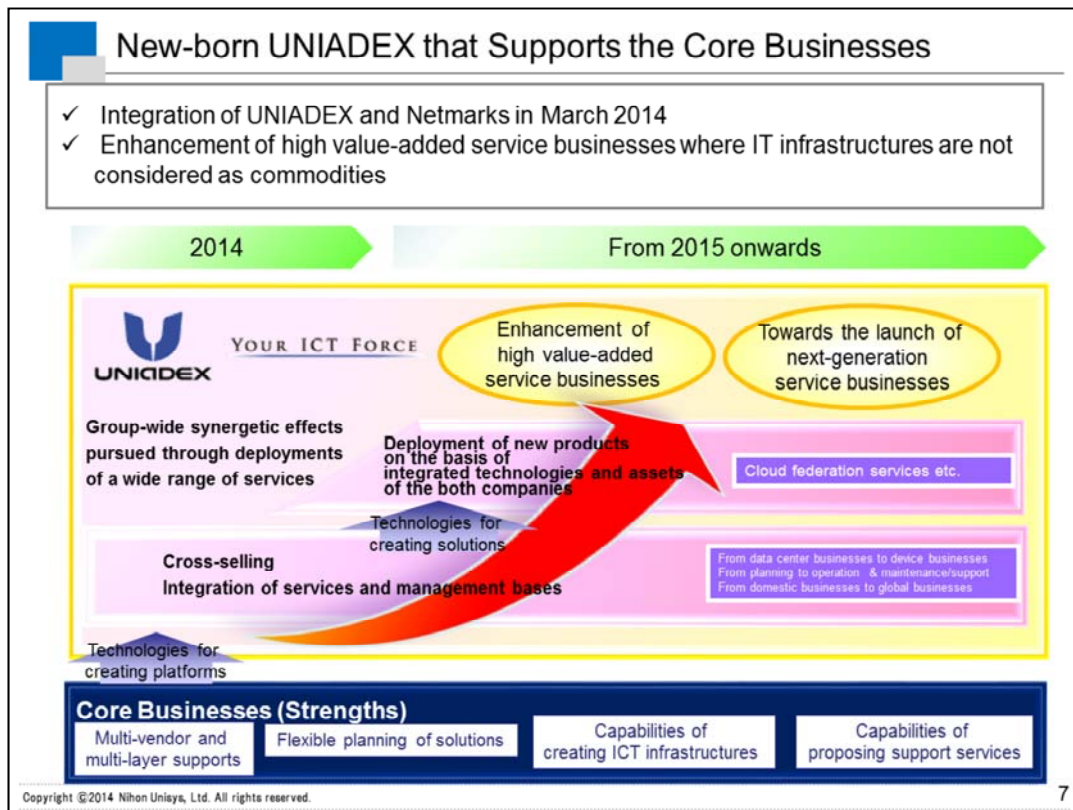


Please look at P6.

Let me brief on the mid-term management plan.

As announced, we have established the basic principles: 1. expansion of core businesses; 2. taking on the challenge of new businesses; and 3. reinforcement of management base.

The progress will be explained by Takahashi, Superior Executive Corporate Officer.



Look at P7.

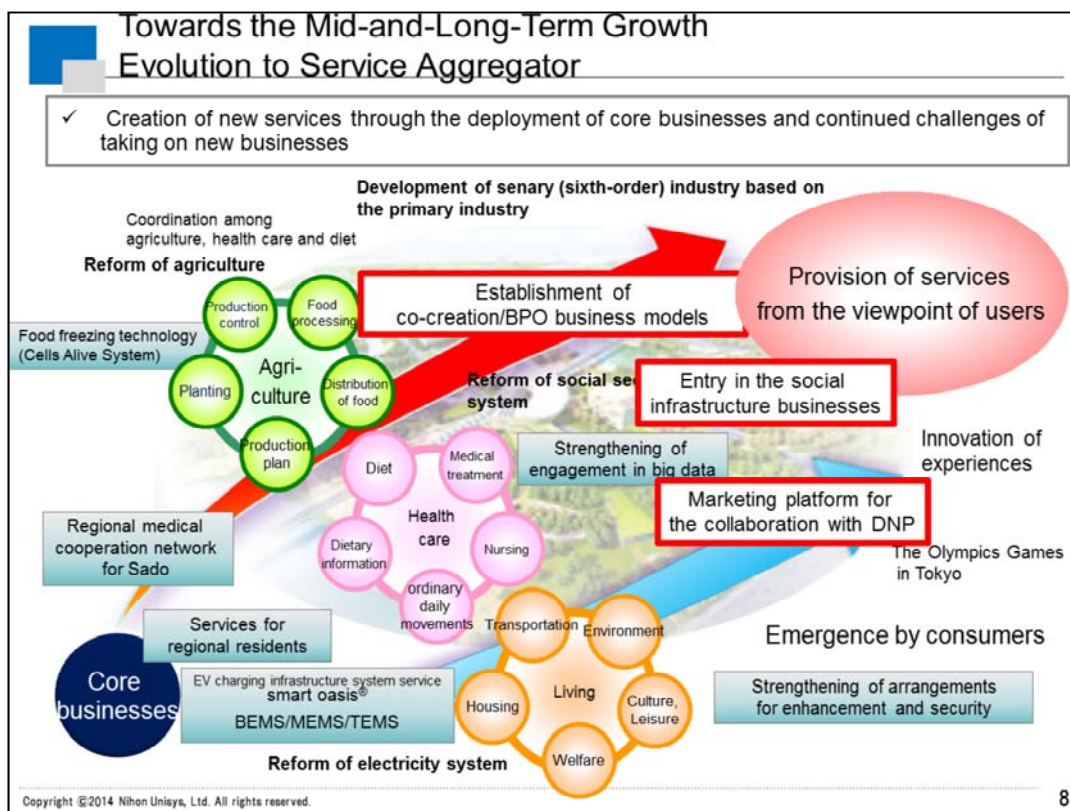
With respect to a measure in order to strengthen ICT infrastructure services, a key strategy of 1. expansion of core businesses, we integrated UNIADDEX, Ltd. and Netmarks, Inc. this March.

We have recently received more inquiries from our customers about consistent series of services that deal with data centers, servers, networks, and devices. The integration of these companies will enable us to provide further reliably and efficiently the consistent services.

Furthermore, we will promote cross-selling schemes and integrate the technologies and assets of the both companies in order to deploy new services such as cloud federation services. Accordingly, we will provide to customers more added values.

We will develop a next-generation service business by keeping in mind the fact that the social and technological environments will continue to change in future.





Look at P8.

With respect to taking on the challenge of new businesses, the second point of basic policy, we will accumulate our performances on the basis of key strategies: co-creation/BPO, social infrastructure and marketing platform.

We have already begun to have new initiatives in the fields of agriculture, medical care and living. We have seen the results begin to connect mutually and generate synergies. From now on, we will leverage these synergies to create further businesses that will provide services from the viewpoint of users. These synergies will enable us to make business innovations.

It is thought that the entire society of Japan will be boosted up due to the efforts of developing infrastructures and enhancing services towards the Olympics Games in Tokyo in 2020.

The Nihon Unisys Group will catch up with these movements and reinforce the base of core businesses in order to make steady growth.

Next, Mukai, CFO, will brief on the financial highlights.

That's all. Thank you for your attention.

General Overview

Settlement Summary

Progress of the Mid-term Management Plan(2012→2014)

**Consolidated Performance Results for FY March 2014 (vs. Forecast)**

Net sales surpassed the forecast announced on January 31.  
However, the gross margin of products sales fell short of our expectation due to fiercer competitions. Thus, operating income did not reach the forecast.

(Billion Yen)

	Full Year FY March 2014		
	Actual	Forecast (Jan 31)	Difference
<b>Net Sales</b>	<b>282.7</b>	<b>280.0</b>	<b>+2.7</b>
Gross Profit	63.6	66.8	-3.2
System Services	15.9	16.7	-0.8
Support Services	16.4	16.0	+0.4
Outsourcing	7.1	6.9	+0.2
Netmarks Services	4.5	4.4	+0.1
Other Services	2.4	3.0	-0.6
Software	9.6	11.0	-1.4
Hardware	7.7	8.8	-1.1
SG&A Costs	-54.0	-54.8	+0.8
<b>Operating Income</b>	<b>9.6</b>	<b>12.0</b>	<b>-2.4</b>
<b>Net Income</b>	<b>6.3</b>	<b>7.0</b>	<b>-0.7</b>

Services -0.6  
Products -2.6  
Cost reduction +0.8

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My name is Mukai. I have taken the office of CFO in April.

Let me brief on the financial highlights.

Look at P10.

First of all, sales surpassed the forecast of performance announced on January 31 this year. However, profits did not.

We deeply regret that we could not respond to the expectations from the parties concerned.

The key reasons are that there was a decrease in profitability in products sales due to fiercer competitions and that the Q4 unprofitability became worse than expected. As a result, gross profit decreased by ¥3.2 billion. Operating income decreased by ¥2.4 billion to ¥9.6 billion after the negative impacts of SG&A costs.

Net income was ¥6.3 billion.

Let me explain about the comparison with the previous fiscal year.

Look at P11.

Consolidated Performance Result for FY March 2014 (vs. FY March 2013)

**Net sales and net income increased as a result of offsetting a pullback of products sales.**

(Billion Yen)

【Full Year】	FY March 2014	FY March 2013	Changes		<Full Year>
			Change	% Change	
Net Sales	282.7	269.2	+13.5	+5.0%	<ul style="list-style-type: none"> <li>Net sales : Services increased and outweighed a pullback of products. Thus, net sales increased.</li> </ul>
Operating Income	9.6	8.3	+1.3	+15.2%	<ul style="list-style-type: none"> <li>Operating income : Operating income increased due to the efforts of cost reduction in addition to the increase in net sales.</li> </ul>
Ordinary Income	9.8	8.3	+1.5	+18.1%	<ul style="list-style-type: none"> <li>Net income : Net income increased partly attributable to a decrease in loss on valuation of investment securities in addition to the increase in operating income.</li> </ul>
Net Income	6.3	1.3	+5.1	+404.0%	

【Q4(Jan-Mar)】	FY March 2014				<Q4 (Jan-Mar)>
	Q1 through Q3	Yr/Yr Change	Q4 (Jan-Mar)	Yr/Yr Change	
Net Sales	190.6	+9.6 (+5.3%)	92.1	+3.9 (+4.4%)	<ul style="list-style-type: none"> <li>Net sales : Net sales increased as a result of outweighing the pullback of products.</li> </ul>
Operating Income	2.7	-2.2 (-44.2%)	6.9	+3.4 (+99.9%)	<ul style="list-style-type: none"> <li>Operating income : Operating income increased due to posting highly profitable projects</li> </ul>

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Net sales and net income increase on a year-over-year basis.

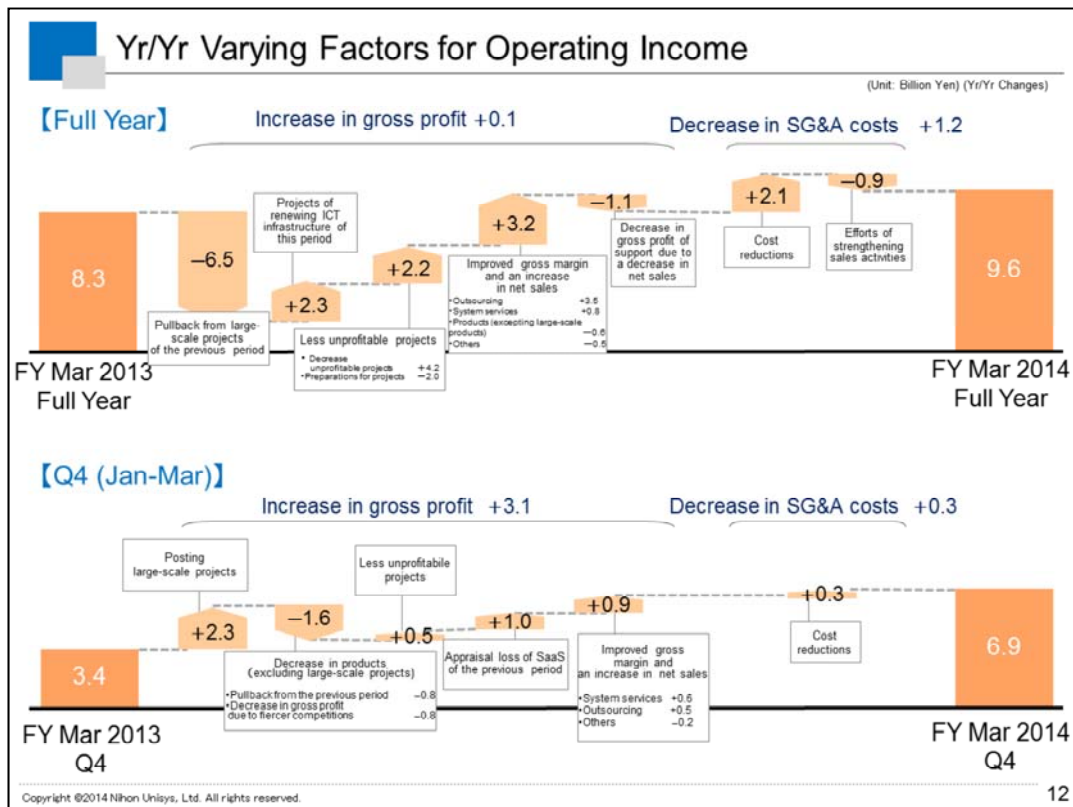
Net sales outweighed a pullback from large-scale projects of renewing ICT infrastructure of the previous fiscal year.

They increased by ¥13.5 billion.

Operating income increased by ¥1.3 billion as a result of cost reductions as well as the increase in net sales.

Net income significantly increased by ¥5.1 billion due to a decrease in loss on valuation of investment securities as well as the increase in operating income.

Next, let me brief on the factors influencing the operating income. Look at P12.



The upper chart shows the full-year changes.

For this period, there was a significant pullback in products from the previous period.

However, large-scale projects were steadily awarded. Also, the net sales and profitability of services increased.

Accordingly, gross profit was slightly larger than the previous period.

SG&A costs decreased by ¥1.2 billion yr/yr, partly due to cost reductions. As a result, operating income increased by ¥1.3 billion to ¥9.6 billion.

The lower chart shows the 3-month changes of Q4.

For this quarter, large-scale software projects were posted in product sales. However, product sales slackened due to fiercer competitions in addition to a pullback of hardware at the end of the quarter.

On the other hand, services continued strong and drove up the whole gross profit by ¥3.1 billion.

Furthermore, operating income increased by ¥3.4 billion, attributable to a ¥0.3 billion decrease in SG&A costs.

Next, let me brief on net sales and gross profit by segment.

Look at P13.

Net Sales and Gross Profit by Segment					
( Billion Yen )	FY March 2014				Remarks
	Net Sales	Yr/Yr Change	Gross Profit Gross Margin	Yr/Yr Change	
<b>Total</b>	<b>282.7</b>	<b>+13.5 (+5.0%)</b>	<b>63.6 22.5%</b>	<b>+0.1 -1.1pt</b>	<b>Services drove up net sales. However, a pullback of products suppressed gross profit on the level of the previous period.</b>
<b>Services</b>	<b>199.7</b>	<b>+13.1 (+7.0%)</b>	<b>46.4 23.2%</b>	<b>+4.9 +1.0pt</b>	
System Services	79.4	+7.1 (+9.8%)	15.9 20.1%	+3.0 +2.1pt	Net sales and gross profit increased due to an increase in small- and mid-sized projects.
Support Services	49.1	-2.2 (-4.3%)	16.4 33.3%	-1.1 -0.7pt	Net sales and gross profit decreased attributable to a change in contract terms and a pullback from implementation services.
Outsourcing	35.3	+3.0 (+9.2%)	7.1 20.2%	+3.5 +8.9pt	Net sales and gross profit increased ascribable to an increase in new businesses and improved efficiencies.
Netmarks Services	26.5	+4.7 (+21.7%)	4.5 17.0%	+0.6 -1.1pt	Net sales and gross profit grew partly due to projects of Unified Communication, UC.
Other Services	9.3	+0.5 (+5.7%)	2.4 26.0%	-1.0 -13.0pt	Net sales increased as a result of an increase in installation work. However, gross profit decreased due to a decrease in profitability.
<b>Products</b>	<b>83.0</b>	<b>+0.4 (+0.5%)</b>	<b>17.2 20.8%</b>	<b>-4.8 -5.9pt</b>	
Software	31.3	+0.6 (+1.9%)	9.6 30.6%	-0.9 -3.6pt	Gross profit failed to offset the effects of pullback from highly profitable projects of the previous term.
Hardware	51.7	-0.2 (-0.3%)	7.7 14.8%	-3.9 -7.5pt	Net sales and gross profit decreased due to a smaller gross margin as a result of fiercer competitions as well as a pullback.

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System services and outsourcing remained strong. As a result, the net sales and gross profit of services increased.

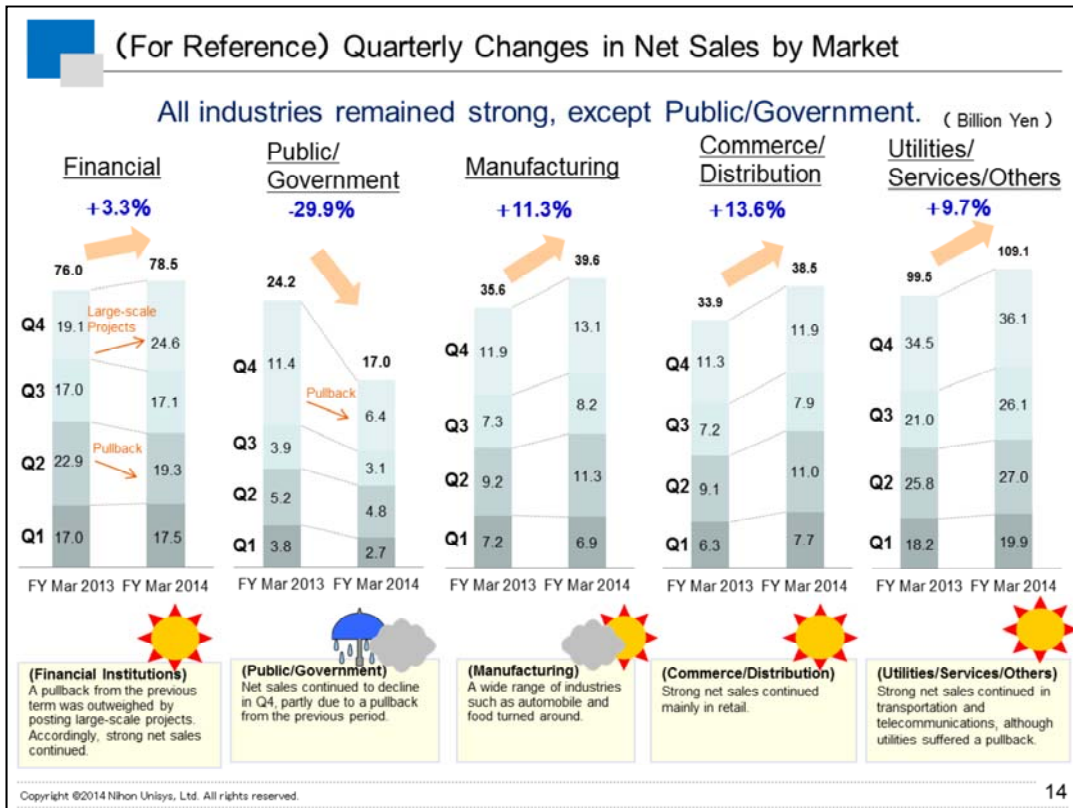
A significant increase in the gross margin of outsourcing was noteworthy.

On the other hand, the net sales and gross profit of support services continue to decrease, partly due to a pullback of Q4.

With respect to products, a pullback was outweighed and thus an increase in net sales was secured.

Gross profit decreased as a result of a decrease in gross margin.

P 14 shows the quarterly changes in net sales by market for reference.



Financial institutions turned around in Q4.

All the industries were strong, except public/government.

Next, please look at P15 for orders and order backlogs.

Orders and Order Backlogs					
Several large-scale projects were posted in outsourcing, while products were impacted from a pullback. (Billion Yen)					
FY March 2014					
	Orders	Yr/Yr Change	Order Backlogs	Yr/Yr Change	Appendix
<b>Total</b>	<b>309.8</b>	<b>+50.2</b> (+19.4%)	<b>215.9</b>	<b>+27.1</b> (+14.4%)	Orders and order backlogs significantly grew partly due to posting several large-scale outsourcing projects.
<b>Services</b>	<b>230.5</b>	<b>+54.8</b>	<b>196.2</b>	<b>+30.8</b>	
System Services	76.7	+1.7	21.6	-2.8	Orders increased attributable to accumulated small and medium sized projects. Order backlogs decreased as a result of orders surging at the end of previous term.
Support Services	48.9	-4.3	40.9	-0.3	Orders and order backlogs decreased partly due to impacts from pullback.
Outsourcing	68.4	+52.6	121.1	+33.1	Orders and order backlogs increased ascribable to posting several large-scale long-term projects.
Netmarks Services	27.6	+4.6	8.8	+1.1	Orders and order backlogs increased partly due to an increase in UC (Unified Communications) projects.
Other Services	9.0	+0.2	3.8	-0.3	—
<b>Products</b>	<b>79.3</b>	<b>-4.6</b>	<b>19.7</b>	<b>-3.7</b>	
Software	28.4	-8.0	14.2	-2.9	Orders and order backlogs decreased partly attributable to a pullback from large-scale projects of the previous period.
Hardware	50.9	+3.4	5.6	-0.8	Orders increased partly owing to an increase in small servers.

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Products orders suffered an impact of pullback.

However, outsourcing orders increased significantly by 19.4% yr/yr.

Outsourcing order backlogs and others have accumulated almost steadily, although there was a decrease due to the timing of posting some orders.

Next, let me brief on the consolidated performance forecast for FY March 2015. Look at P16.



## Consolidated Performance Forecast for FY March 2015

Net sales will outweigh a pullback and grow.

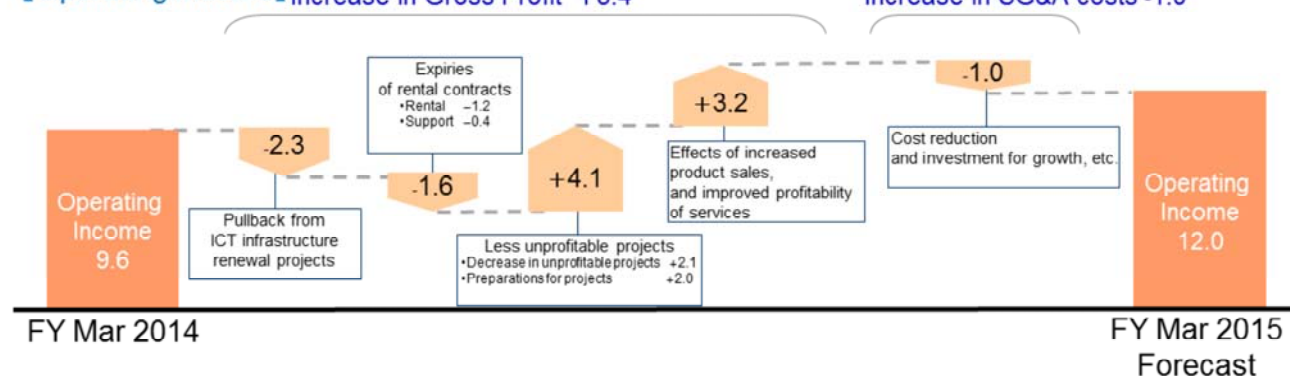
Operating income will increase due to a thorough cost management.

( Billion Yen )

	FY March 2015	Forecast	FY March 2014	Actual	Changes	
	Amount	vs Net Sales	Amount	vs Net Sales	Amount	Percentage
Net Sales	285.0	-	282.7	-	+2.3	+0.8%
Operating Income	12.0	4.2%	9.6	3.4%	+2.4	+25.3%
Ordinary Income	11.3	4.0%	9.8	3.5%	+1.5	+15.0%
Net Income	7.5	2.6%	6.3	2.2%	+1.2	+19.0%

【Operating Income】 Increase in Gross Profit +3.4

Increase in SG&A costs -1.0



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The full-year performance forecasts are: net sales will be ¥285 billion, up by ¥2.3 billion on a year-over-year basis.; operating income will be ¥12 billion, up by ¥2.4 billion; and net income will be ¥7.5 billion, up by ¥1.2 billion.

In the period under review, there are negative factors worth ¥6.5 billion, a pullback and expirations of rental contracts.

They will be steadily outperformed by the growth of core businesses.

The lower chart shows varying factors of operating income in comparison with the previous period. Operating income for the period under review suffered a ¥3.9 billion loss due to a pullback and expiration of rental contracts.

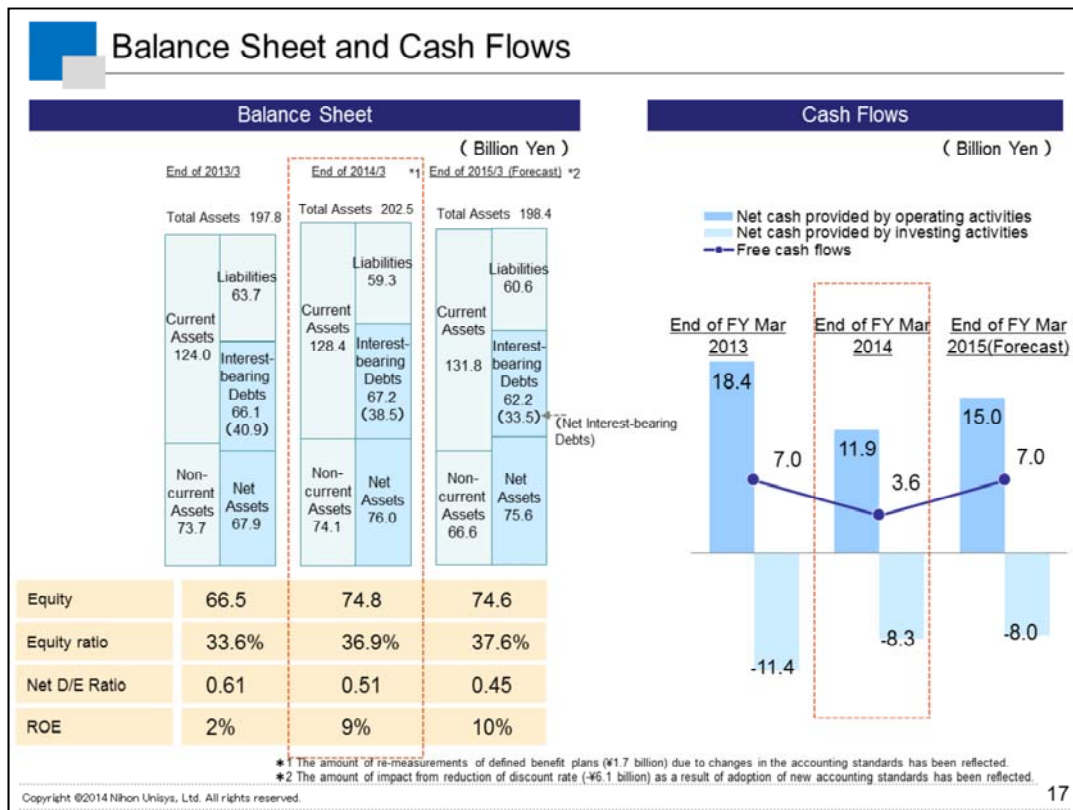
However, due to the effects of increase in net income and an improved profitability of services, gross profit will increase by ¥3.4 billion.

Despite continued efforts of cost reduction, SG&A costs will increase by ¥1.0 billion, due to an expected strengthening of R&D.

As a result, operating income will increase to ¥12.0 billion up by ¥2.4 billion on a year-over-year basis.

Next, let me brief on balance sheet and cash flows.

Please look at P17.



Let me brief on the balance sheet.

Net assets at the end of FY March 2014 increased to ¥76 billion, up by ¥8.1 billion.

Interest-bearing debts increased. However, net interest-bearing debts (interest-bearing debts without cash and deposits) steadily decreased to ¥38.5 billion, by ¥2.4 billion compared with the end of the previous period.

As a result, shareholders' equity and net D/E ratio, the both financial indicators, improved compared with the end of the previous fiscal year.

ROE became 9% and will be 10% in the fiscal year ending March 2015.

Free cash flows of the fiscal year ending March 2014 were ¥3.6 billion. They will be ¥7.0 billion up by ¥3.4 billion on a year-over-year basis in the next fiscal year.

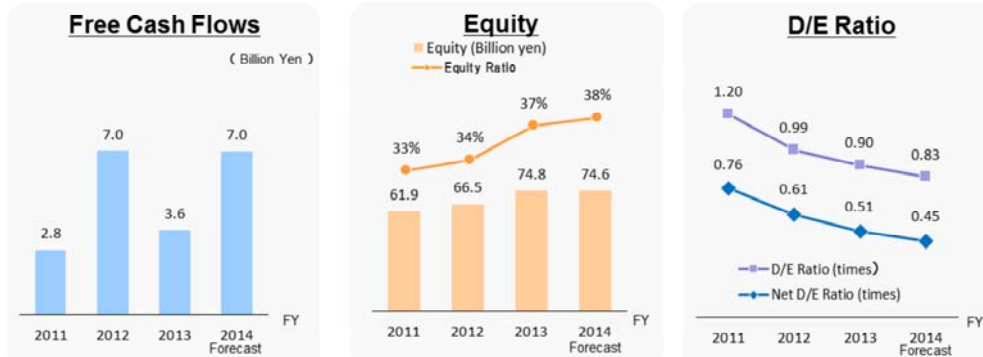
Next, let me brief on the progress on mid-term management plan.

Please look at P18.



## Progress towards Enhancement of Financial Strength

A progress has been made smoothly towards the enhancement of financial strength.



Promoted implementation of financial measures that prioritize capital efficiency on the basis of our growth strategies

We have made efforts to reinforce our financial strength.

We have progressed as planned, and thus we have a better outlook for achieving the plan.

Also, we will promote financial measures that prioritize capital efficiency on the basis of the growth strategies of our group.

Please look at P19.



(For Reference) Notice pertaining to a Change in Disclosure Segments

A change of disclosure segment in FY March 2015  
as a result of integration of management of UNIADDEX, Ltd. and Netmarks, Inc.

Up to FY March 2014 (inclusive)



From FY March 2015 onwards



※ See the 'Appendix of Consolidated Financial Results for FY ended March 31, 2014' for the numbers of FY March 2014 categorized by new segmentation.

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Our subsidiaries, UNIADDEX, Ltd. and Netmarks, Inc. integrated their management bases as of March 1, and accordingly we will utilize the changed disclosure segments from the fiscal year ending March 2015 onwards.

For reference, the 'Appendix of Consolidated Financial Results for FY Ended March 31, 2014' shows the performance results of the fiscal year ended March 2014 when the disclosure segments concerned were renewed.

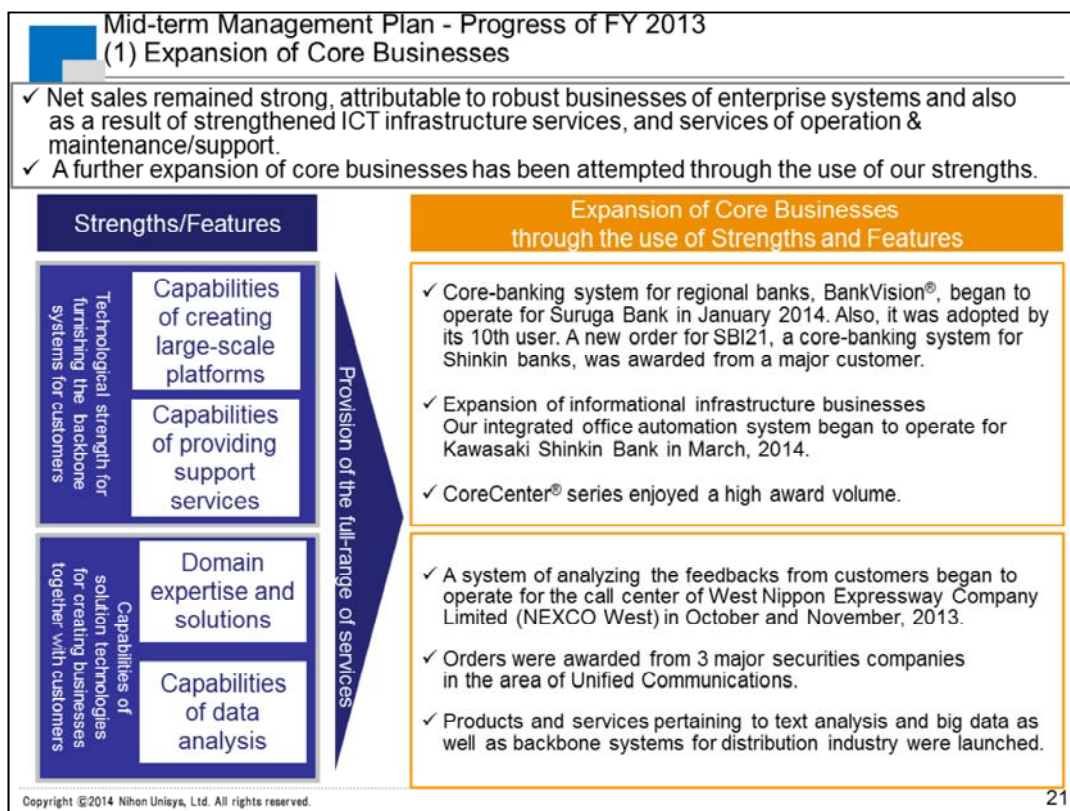
That's all. This will conclude my briefing of financial highlights.

Thank you for your attention.

General Overview

Settlement Summary

Progress of the Mid-term Management Plan(2012→2014)



My name is Takahashi.

Let me brief on the progress of mid-term management plan of FY2013.

Please look at P21.

Firstly, with respect to expanding core businesses, we have adopted the measures for optimization and strengthened coordination of services in order to deal with the enterprise systems and system infrastructures of customers intensively and comprehensively.

Thus, our enterprise businesses for financial industry and distribution industry have continued strong.

Also, with regard to solutions, we have steadily launched products related to text analysis and bid data. They have been utilized for the systems of customers.

Furthermore, recently orders were awarded from major securities companies in the area of unified communications .

These efforts on the basis of our strengths have been recognized by customers.

We think that they have contributed to the growth of their top line numbers.

This concludes my briefing about the progress on the efforts of expansion of core businesses.

**Mid-term Management Plan - Progress of FY 2013**  
**(2) Taking on New Businesses**

- ✓ Various business initiatives started internally and from the side of customers and business partners.
- ✓ They have favorably impacted our core businesses.

Features	Capabilities of creating businesses on the basis of the movements of society and technology	Capabilities of solution technologies for creating businesses together with customers	Taking on New Businesses through the use of our Features
Co-Creation	Provision of high added-values such as cooperation among different industries		<ul style="list-style-type: none"> <li>✓ Regional information platform for Ishikawa Prefecture, EV sharing (EV car sharing scheme), Cooperation with HORIBA, Ltd. in the area of telematics, O2O services in conjunction with location information, etc.</li> </ul>
Cooperation with DNP			<ul style="list-style-type: none"> <li>✓ Integrated operation with Kashiwa DC, Start of developing marketing platform, Joint deployment of products such as electronic library and PRO-V, Cross selling opportunities (500), etc.</li> </ul>
Social Infrastructure			<ul style="list-style-type: none"> <li>✓ EMS, EV charging infrastructure system service, Consortium for businesses about providing regional information of safety and security in Saga "Sado Himawari Net" for Sado, etc.</li> </ul>
Technological Research			<ul style="list-style-type: none"> <li>✓ Website of open data catalog, etc.</li> </ul>

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Next, please look at P22.

Let me brief on taking on the challenges of new businesses.

As a whole, we have seen an increase in various types of initiatives.

A noteworthy point is an increase in regional engagements through cooperation among different industries.

One example is a regional information portal site for sales promotion in Ishikawa prefecture. It is a virtual shopping mall. A business pertaining to the portal site has been launched through the cooperation of 5 companies.

This represents a synergetic effect of individual initiatives.

With regard to our cooperation with DNP, our efforts of building foundations such as marketing platform have been launched. Also, we have continued our joint efforts of releasing products. The foundations such as this one will be needed in order to proceed towards the future visions mentioned earlier.

Furthermore, with respect to the area of social infrastructure, we have made efforts to continue to exist in the areas of energy and health care. Also, we have participated in an open data project by the government. This is an element that is indispensable for our future development.

These engagements have also influenced favorably the core businesses.

They have enabled our core businesses to be further favored as a result of cooperation with regional key companies.

**Mid-term Management Plan - Progress of FY 2013**  
**(3) Strengthening of Management Base**

- ✓ The engagements in the efforts of revitalizing our material assets of workforce were focused on.
- ✓ Continuous improvements of cost structures were promoted.

Areas	Strengthening of Management Base
Personnel	<ul style="list-style-type: none"> <li>✓ Reform of personnel system, Promotion of career design</li> <li>✓ Towards the workforce of 8,000 at the end of March 2015 Efforts were made as planned               <ul style="list-style-type: none"> <li>✓ Plan : 9,300 people ⇒ 8,000 people</li> <li>Actual number of employees at the end of March 2014: 8,486 people</li> </ul> </li> <li>✓ Workforce optimization (actual number of re-assigned employees: 417 people for 2 years, against the target, 450 people for 3 years)</li> </ul>
Reduction of Fixed Costs	<ul style="list-style-type: none"> <li>✓ Reduction of office expenses * : -¥0.7 billion (yr/yr) * Total office expenses including the cost of sales</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>✓ Any large-scale unprofitable situations have not occurred after risk management was reinforced.</li> <li>✓ Measures will be taken in order to prevent small-and-medium sized projects from overspending the planned costs.</li> <li>✓ Reduction of risk assets</li> </ul>

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Next, look at P23.

Let me explain about the reinforcement of management base.

We have continued our efforts of improving skills of our workforce such as 'career design' scheme.

We have had a better outlook of having a workforce of 8,000 at the end of March 2015.

More than 400 employees have been reassigned. The number of reassignments will beat the target.

With respect to the reform of cost structure, we have made efforts of reducing fixed costs. A reduction of office expenses was worthy to note for this period.

There are two points of risk management.

One pertains to risks about development projects. Large-scale unprofitable projects have come to disappear after implementing measures to reinforce risk management in November 2012. The other pertains to risks of small-and-mid sized projects. We will strive to strengthen the similar types of risk management measures.

We have also made efforts to reduce risk assets that are latent in the balance sheet.

The efforts have contributed to an improvement of ROE.



Key Measures for FY 2014		
<ul style="list-style-type: none"> <li>✓ Finish of the mid-term management plan in the final fiscal year</li> <li>✓ Preparations towards the next mid-term management plan</li> </ul>		
	Measures	Purposes
Further promotion of core businesses	<ul style="list-style-type: none"> <li>✓ To establish newly an organization for cross-selling service businesses at newborn UNIADDEX</li> <li>✓ To strengthen the arrangements for reviewing small-and mid- sized projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ To plan new services through the promotion of cross-selling scheme and integration of technologies</li> <li>✓ To detect soon any signs of aggravation in projects and take measures accordingly</li> </ul>
Further enhancement of new businesses	<ul style="list-style-type: none"> <li>✓ To establish newly an organization, Business Aggregation</li> <li>✓ To establish newly a task force for the businesses about enhancement and security</li> </ul>	<ul style="list-style-type: none"> <li>✓ To develop products suitable to the mid-and-long term movements of society To respond to the Olympics Games in Tokyo</li> <li>✓ To consider how to expand businesses in the phase of operation To strengthen the ICT infrastructure technologies that can respond to the age of social media</li> </ul>
Further strengthening of management base	<ul style="list-style-type: none"> <li>✓ To develop workforce To promote a new career design</li> </ul>	<ul style="list-style-type: none"> <li>✓ To develop personnel who are good at promoting new businesses and new technologies</li> </ul>
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Lastly, please look at P24.

Let me brief on the key measures for FY2014.

With respect to the core businesses, the newly organized UNIADDEX, Ltd. will endeavor to thicken and enlarge the business bases. The endeavor will be promoted through a department for cross-selling service businesses that has been newly established in the company.

With regard to restraining small-and-mid size projects from suffering cost overruns, we have promoted measures such as the arrangements for reviewing qualities.

With respect to new businesses, we have newly established organizations, Business Aggregation and the task force for enhancement and security businesses, in order to respond to the mid-term movements of society and technology.

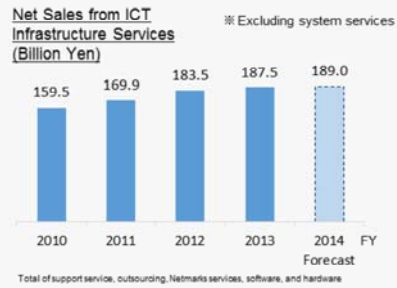
Lastly, with regard to the management base, we would like to focus on developing new types of personnel as our important assets.

This concludes my briefing about the progress of mid-term management plan. Thank you for your attention.

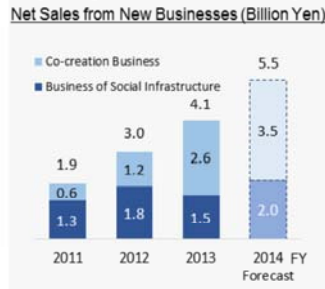


## (For Reference) Progress of Key Measures

### [Strengthening of ICT Infrastructure Services]



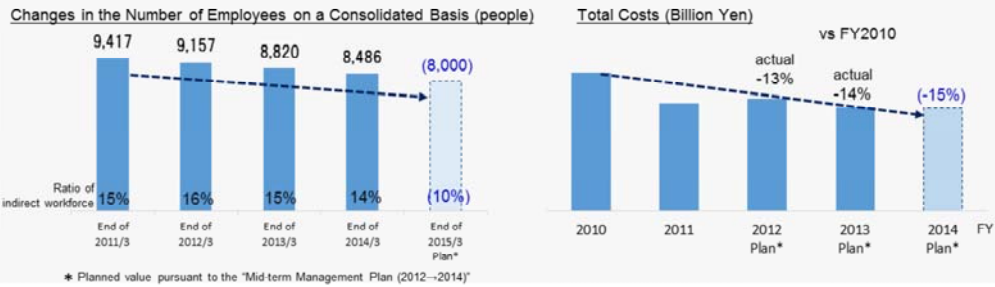
### [Taking on New Businesses]



### [Cooperation with DNP]



### [Strengthening of Management Base] Numbers in brackets show target values.



# U&U

Users & Unisys

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**Note:**

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