



# Results for the Fiscal Year Ended March 2015

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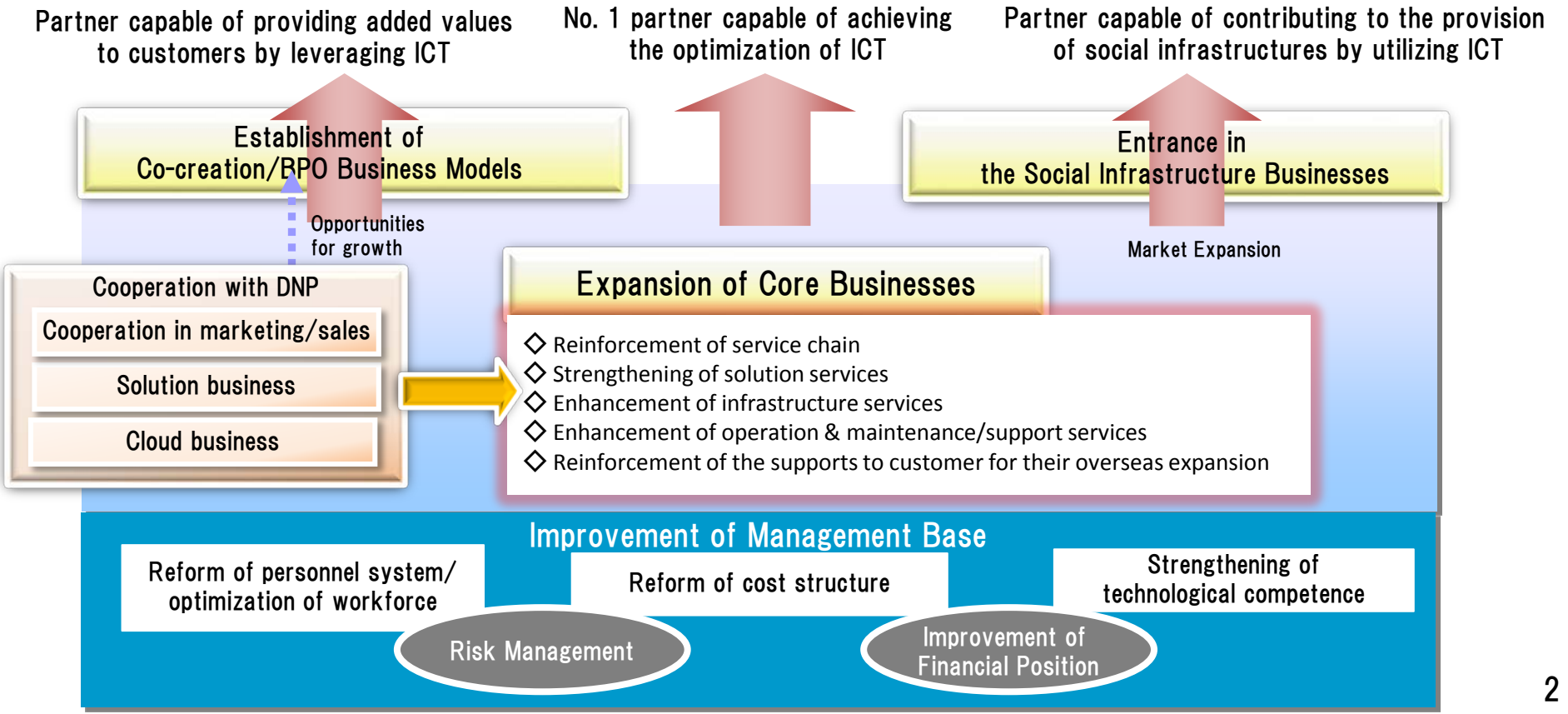
**May 8, 2015**  
**Nihon Unisys, Ltd.**

General Overview

Settlement Summary

## Key Strategies

- (1) Expansion of Core Businesses**
- (2) Challenges of New Businesses**  
Establishment of Co-creation/BPO Businesses/Social Infrastructure Businesses
- (3) Strengthening of Management Base**



## Strategies

(1)  
Expansion of  
core businesses

Optimization of ICT

(2)  
Taking on the  
challenges of new  
businesses

Establishment of co-  
creation businesses  
and social  
infrastructure  
businesses

(3)  
Improvement of  
management base

## Key Results

- Deployment of backbone system/solutions for financial institutions :BankVision®, SBI21 for distribution industry :CoreCenter®  
Stable operation of backbone system for a major air carrier, etc.
- Strengthening of Cloud Federation services

- Creation of new businesses
  - ◇ related to Settlement  
electronic value card, prepaid cards of international brands
  - ◇ related to Digital Marketing  
eXLO marketing services in conjunction with settlement  
big data analysis services
  - ◇ related to IoT  
Non-accident Program DR, smart oasis®
- Deployment of regional businesses  
Regional medical care coordination  
Services of regional (shopping) information

- Optimization of workforce and reform of cost structure
- Decrease in non-profitable projects due to improved management of business risks

## Issues

- Strengthening of capabilities of making proposals of pioneering cross-industry businesses

- Responses to the Cloud First principle

- Quick creation of new services through the use of knowledge and expertise of various industries

- Early increase in profitability of new businesses
- Improvement of structures/schemes to support new businesses

- Efforts to develop personnel capable of creating and implementing businesses/services

# Performance during the period under the Mid-term Management Plan (2012→2014)

Foresight in sight

- ✓ The FY2014 net sales dropped due to a decrease in product sales.
- ✓ Operating income increased for the third year in a row, partly attributable to an improvement of profitability in the Service businesses.
- ✓ Net income increased with a 10% ROE.

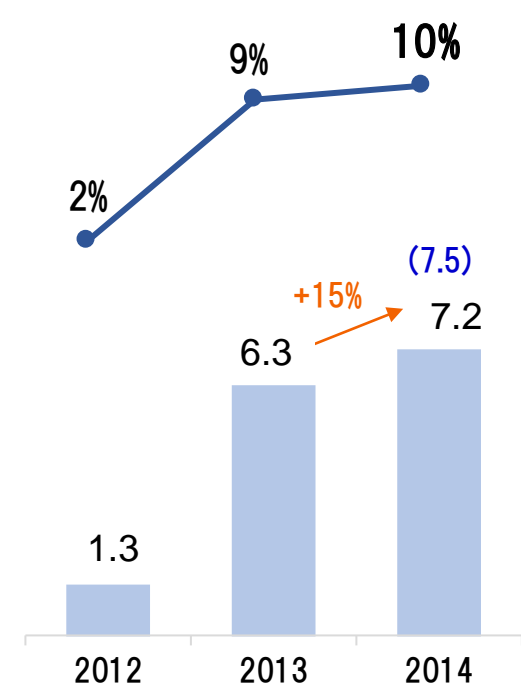
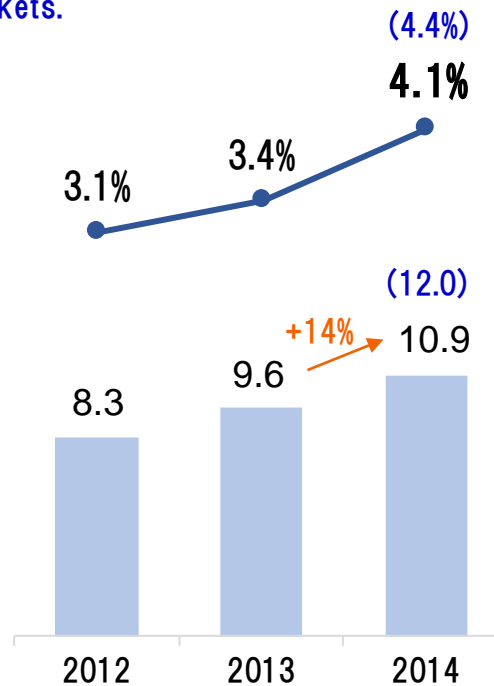
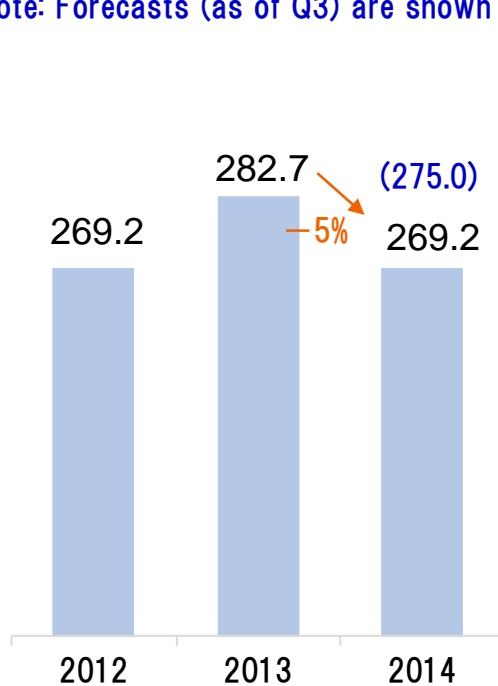
(Billion Yen)

Net Sales

Operating Income/  
Operating Margin

Net Income/  
ROE

Note: Forecasts (as of Q3) are shown in brackets.



# The Next Mid-Term Management Plan

- ✓ Start of reforming the structure and launch of practical measures in order to take on the challenges and implement reforms

## Challenges

Strengthening of cross-industry services

Emphasis on creation of new businesses and monetization

Reform of structure

Reform of workforce

## Key Strategies

Challenges  
Digital innovation  
Life innovation

Reform  
Business ICT platform

Reform  
of corporate culture  
and workforce

## Measures to be Implemented in FY2015

- Provision of services and platforms that will enable digital businesses in the fastest and optimal manner through the use of knowledge and expertise of various industries
- Promotion of business ecosystems
- Strengthening of incubation functions that will lead growing areas of business
- Implementation of reforms to create a structure that enables the provision of services in the fastest and optimal manner through service industrialization and on the principle of Cloud First
- Start of workforce development (programs to develop reform-minded leaders and training for reform capability)

# Structures/Schemes for the Mid-term Management Plan (April 2015) Foresight in sight



**To take initiative in foreseeing markets and creating cross-industry businesses**

Establishment of group-wide cross-industry projects that will lead growth areas

- Project of settlement innovation
- Project of marketing innovation
- Project of regional revitalization channels

Promotion of cross-industry proposals through the integrated sales forces that are contact points with the markets and customers

Promotion of an ecosystem where new businesses can be created across the boundaries of industry

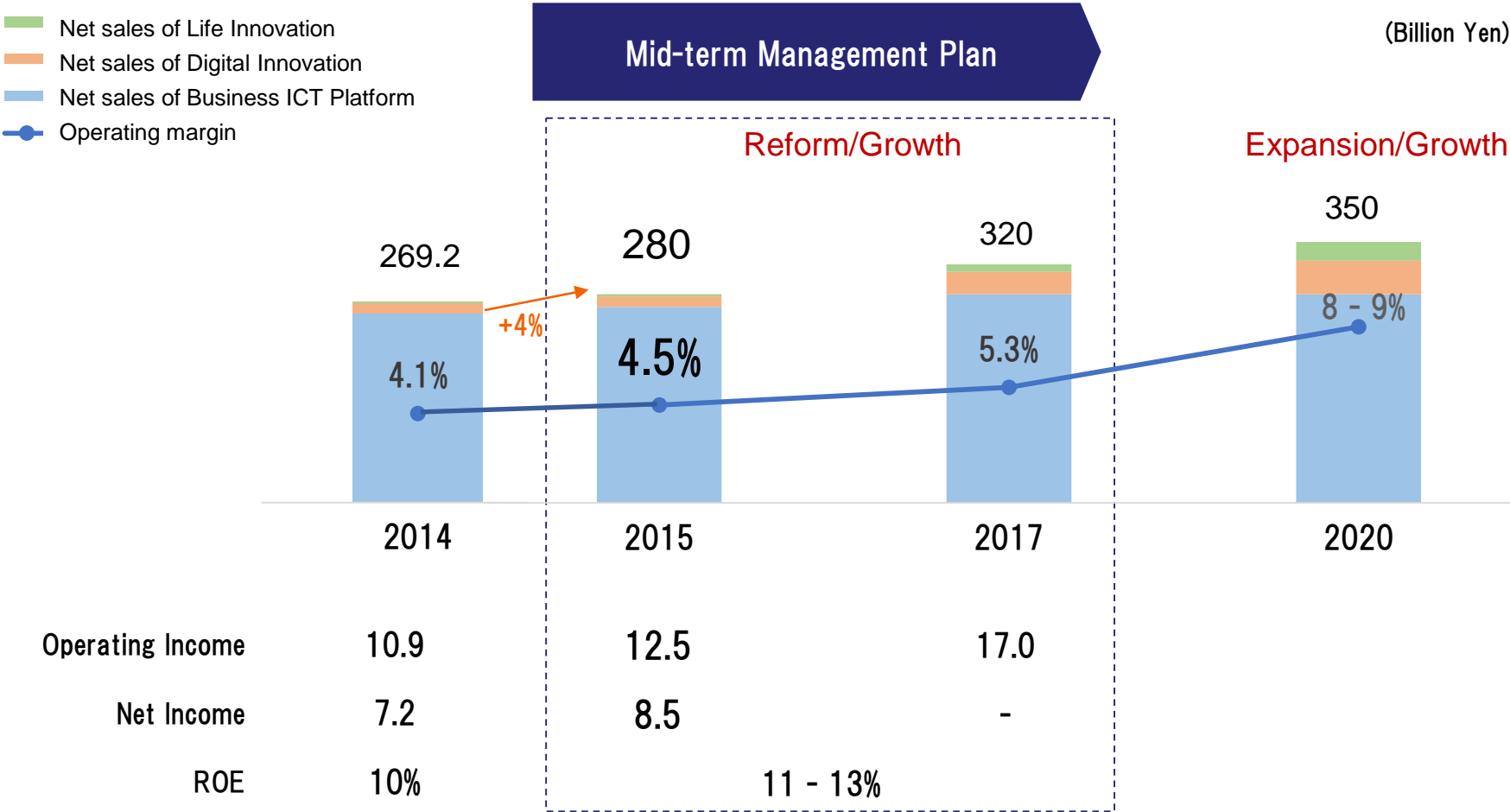
Creation of Units that will enable flexible responses to any market changes

Implementation of structural reforms through integrated resource management in order to promote cross-industry use of knowledge and expertise

Acceleration of reforms by integrating the sales forces and engineers versed in new technologies in order to provide new technologies promptly to customers

# Performance Forecast for FY2015

- ✓ Strong net sales are expected on the basis of progress stemming from the growth strategies.
- ✓ An increase in operating income is expected on the basis of the strong net sales and improved profitability.
- ✓ Net income is anticipated to reach its highest ever level.



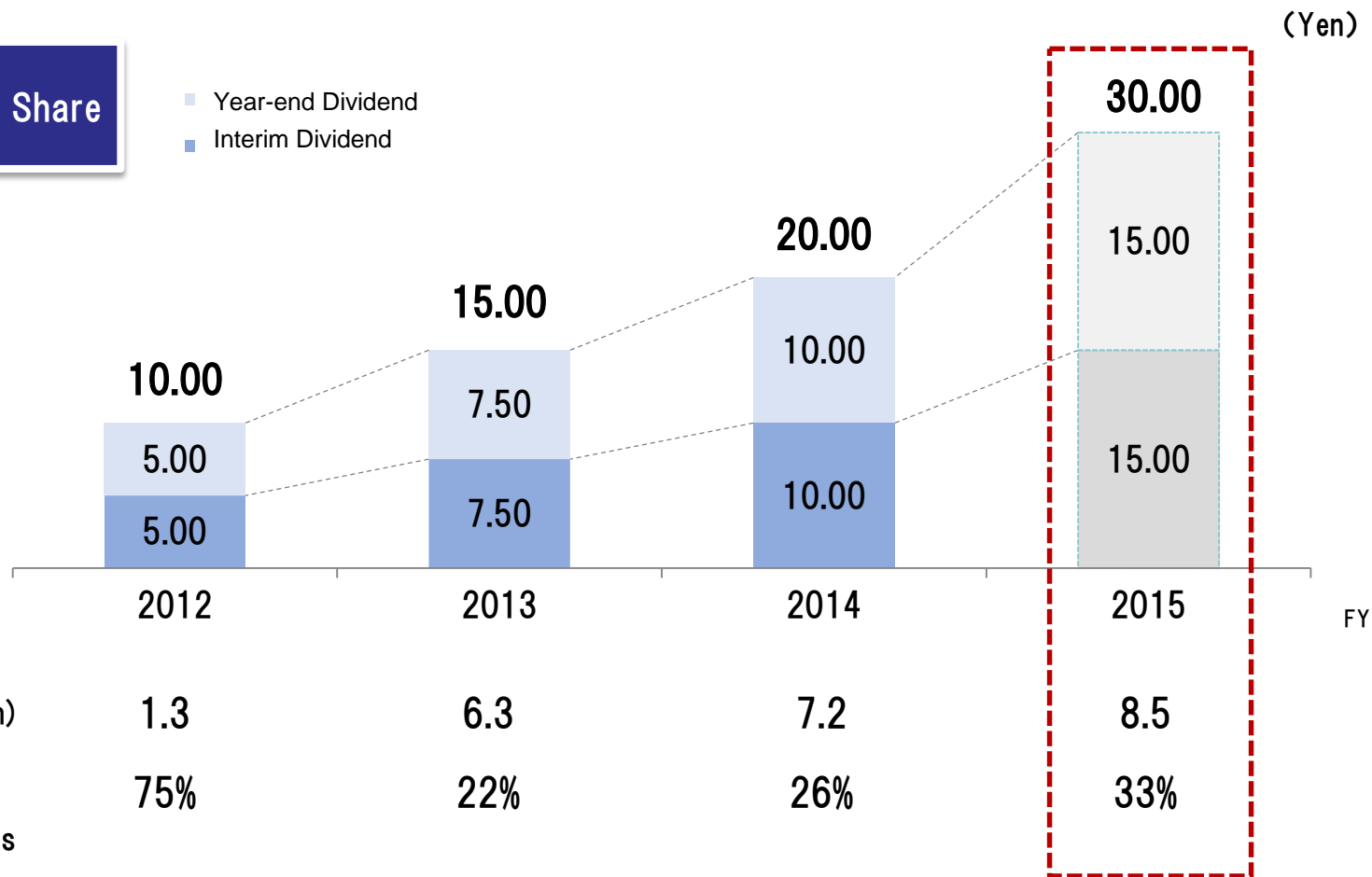


## Annual Dividends

- ✓ FY2014: ¥20/share ( ¥5/share more / 26% payout ratio)
- ✓ FY2015: ¥30/share ( ¥10/share more / 33% payout ratio)

### Dividends per Share

- Year-end Dividend
- Interim Dividend



General Overview

Settlement Summary

# FYMar2015 Consolidated Performance Results

Foresight in sight

Operating income increased due to improved service profitability, despite a yr/yr decrease in net sales caused by sluggish product sales.

(unit: Billion Yen)

【For Reference】

	FYMar2015 Actual	FYMar2014 Actual	Changes
Net Sales	269.2	282.7	-13.5 (-4.8%)
Operating Income	10.9	9.6	+1.3 (+14.1%)
Net Income	7.2	6.3	+0.9 (+14.9%)
Orders	263.5	309.8	-46.3 (-14.9%)
Order Backlog	210.2	215.9	-5.7 (-2.6%)

## <Key Points for the Settlement>

### ■ Net sales

Net sales decreased due to a decrease in product sales.

### ■ Operating income

Operating income increased, partly attributable to improved profitability of service businesses.

### ■ Net income

Net income increased partly due to gain on sales of investment securities

### ■ Orders & order backlog

Orders & order backlog decreased due to long-term large-scale orders in the previous period.

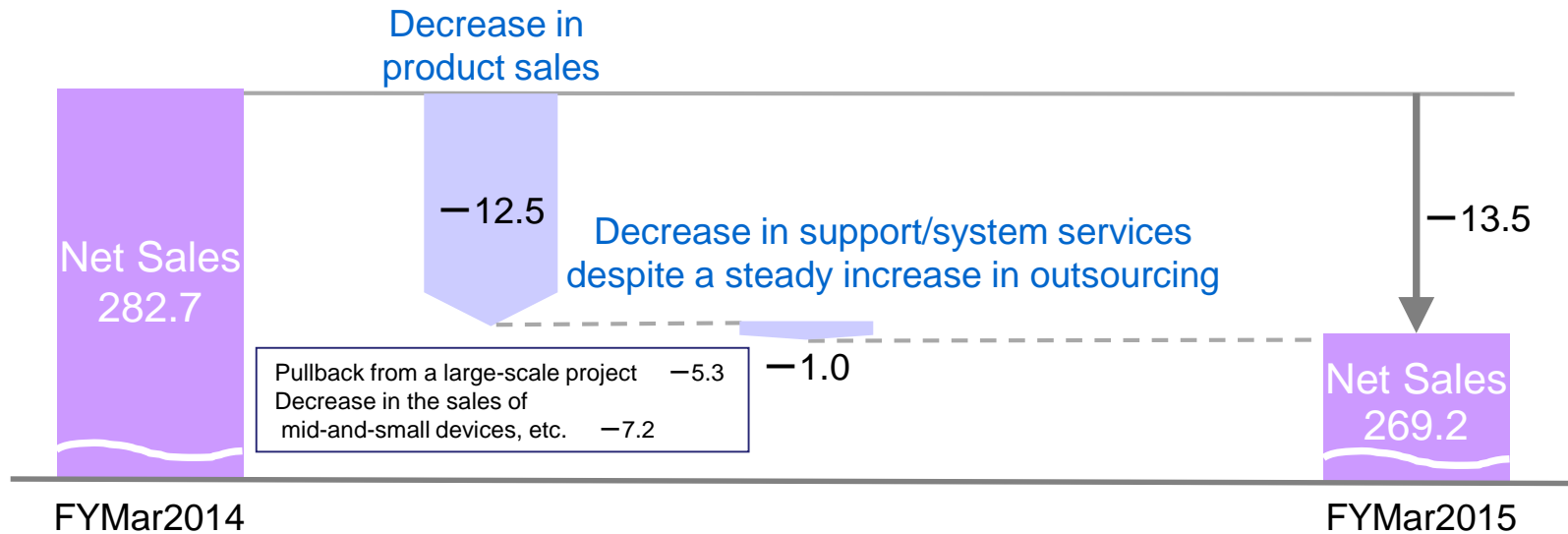
	FYMar2015 Forecast	vs Forecast
Net Sales	275.0	-5.8 (-2.1%)
Operating Income	12.0	-1.1 (-9.0%)
Net Income	7.5	-0.3 (-3.4%)

# Varying Factors of Net Sales & Operating Income

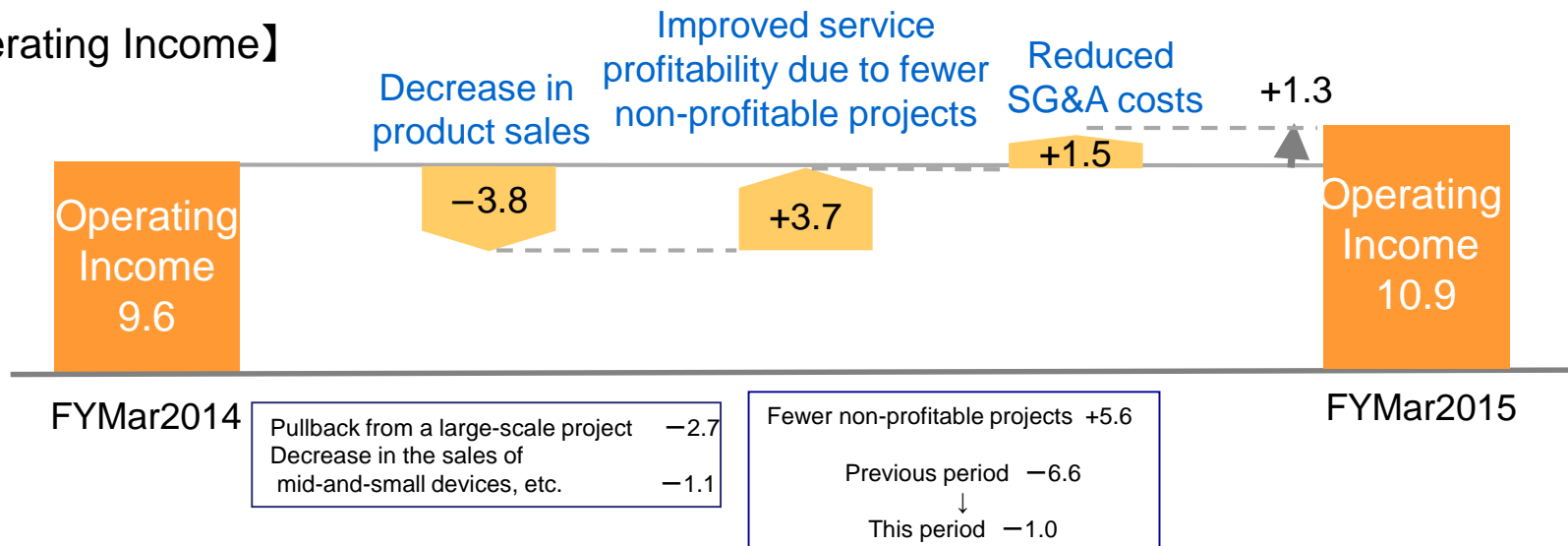
Foresight in sight

## 【Net Sales】

(Unit: Billion Yen) (Yr/Yr Changes)



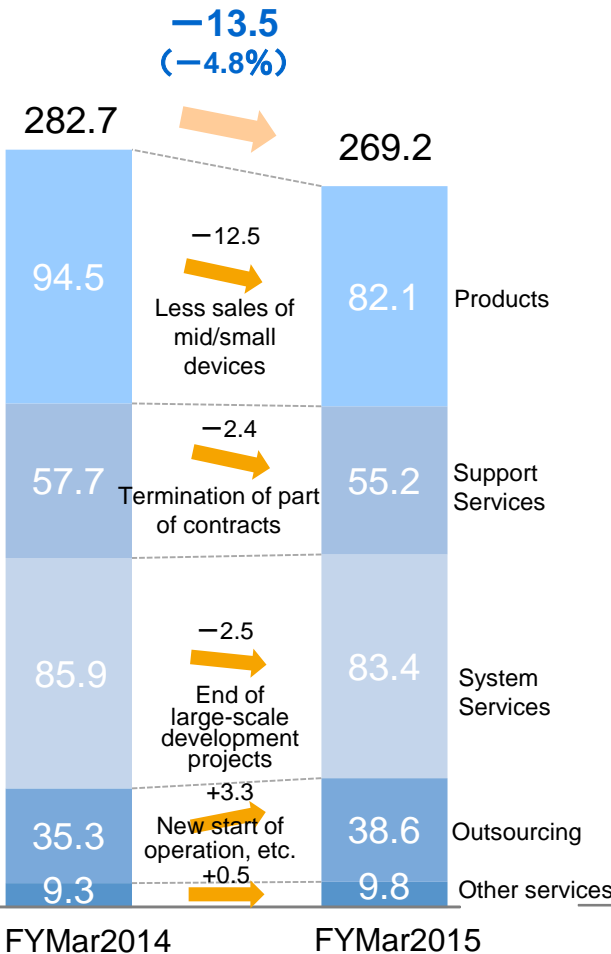
## 【Operating Income】



# Net Sales and Gross Profit by Segment

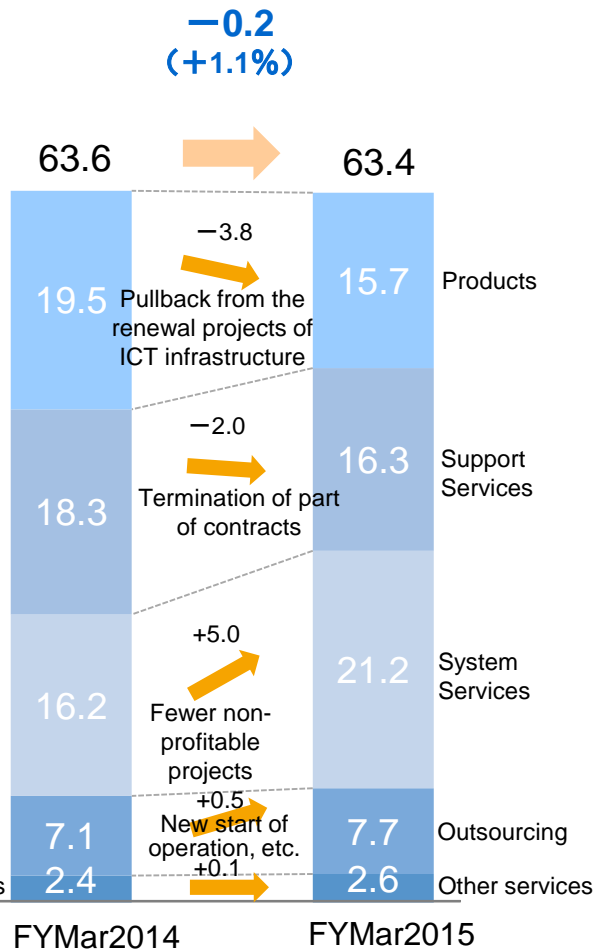
(Unit: Billion Yen)

## Net Sales



(The value in brackets represents the change rate)

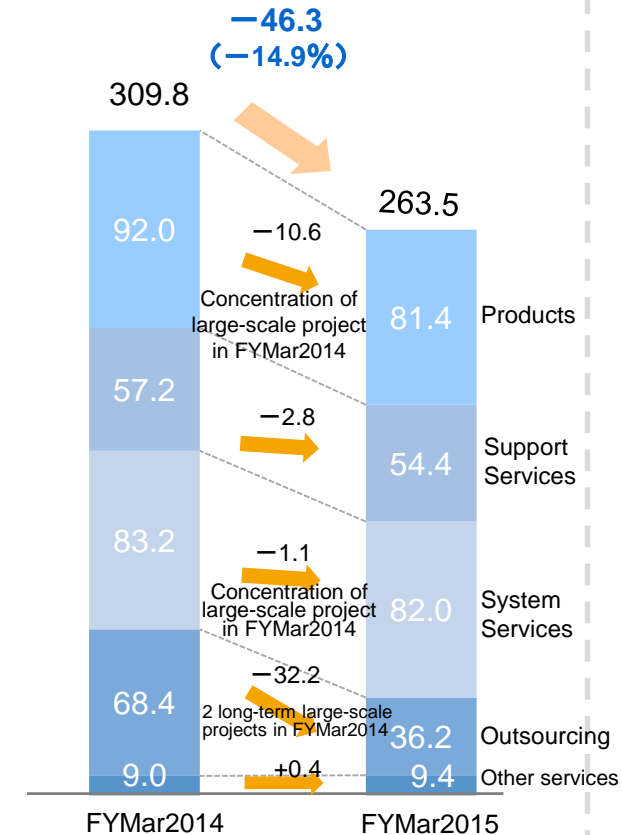
## Gross Profit



(The value in brackets represents the change in gross margin.)

## 【For Reference】

## Orders



(The value in brackets represents the change rate)

# Net Sales by Market

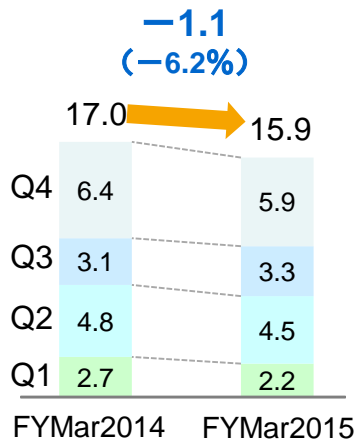
Foresight in sight

(Unit: Billion Yen)

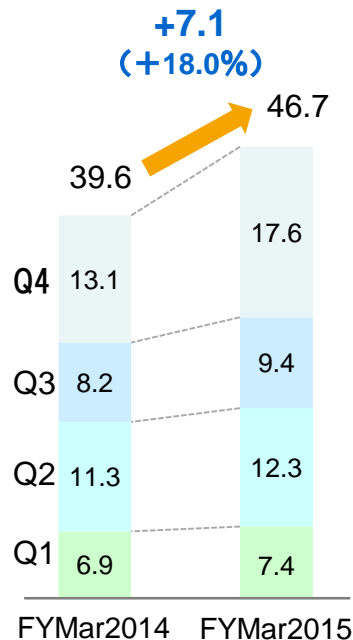
## Financial Institutions



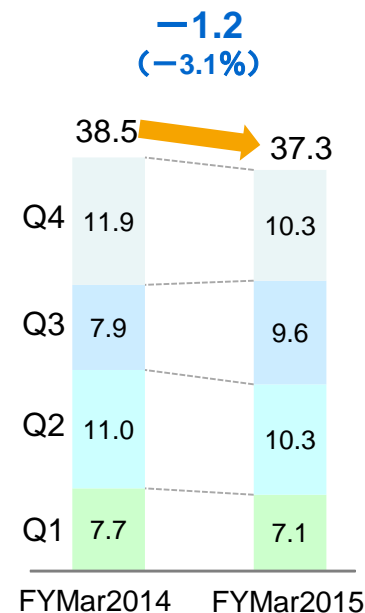
## Public/Government



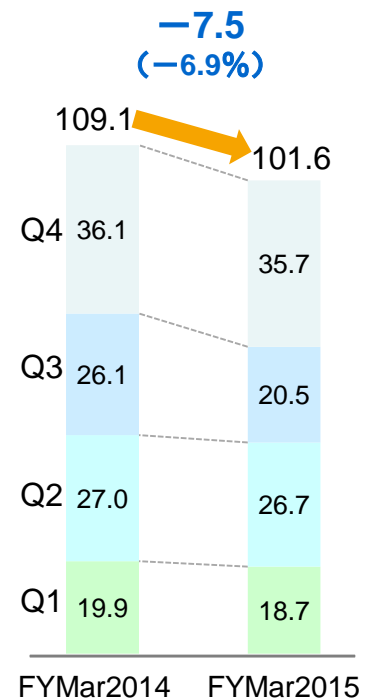
## Manufacturing



## Commerce/Distribution



## Utilities/Services/Others



(Financial Institutions)  
There were projects of renewing large-scale ICT infrastructures in the previous fiscal year. The market is busy with many projects.

(Public/Government)  
Project risks were cautiously examined before bidding.

(Manufacturing)  
There are signs of business recovery mainly in the auto industry.

(Commerce/distribution)  
Busy market  
A high volume of inquiries continued about Direct Marketing scheme.

(Utilities/Services/Others)  
Less sales of products for the telecommunication industry  
Busy with projects due to retail electricity liberalization

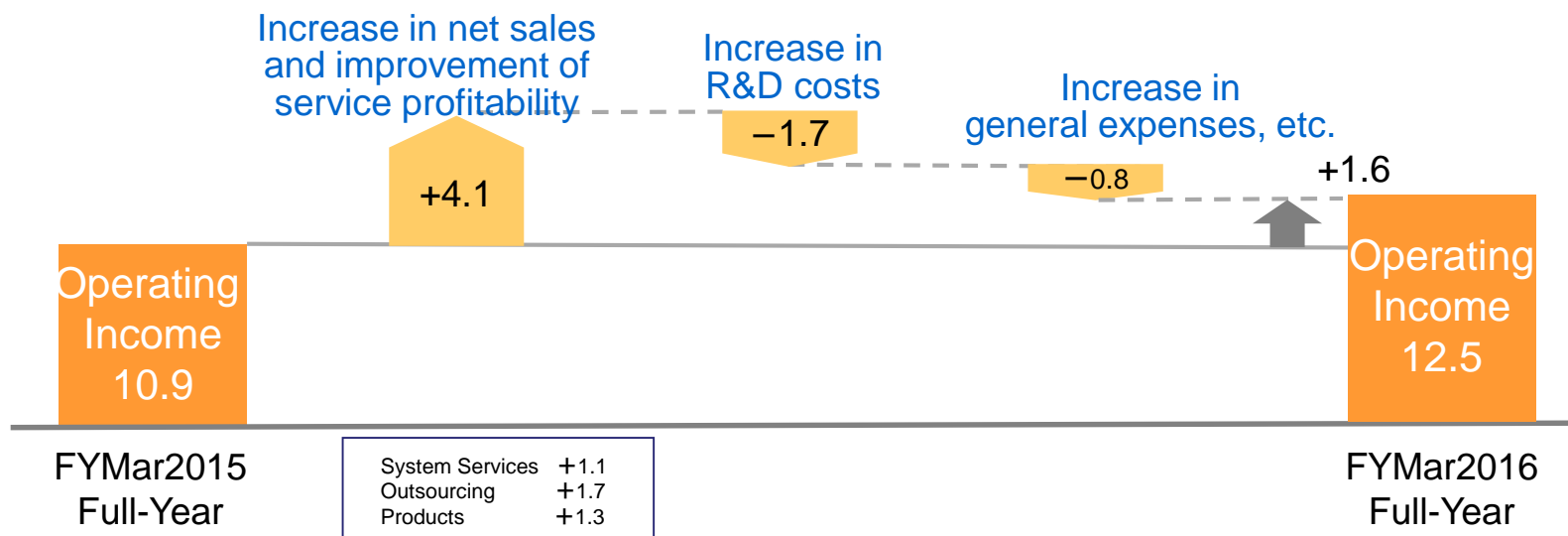
# Performance Forecast for FY March 2016

Strong net sales will boost operating income.  
Net income is expected to reach its highest ever level.

(Billion Yen)

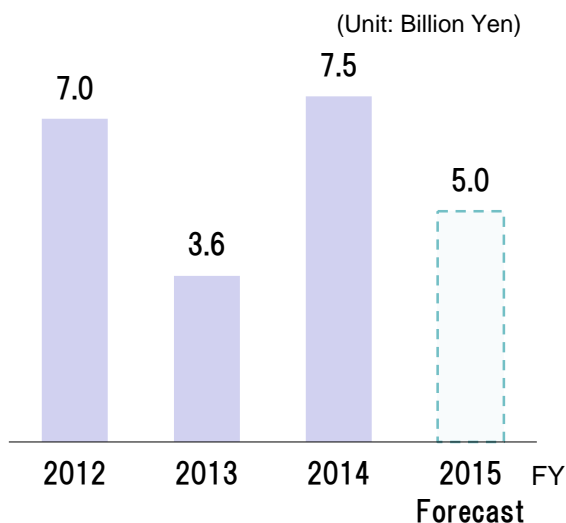
	FYMar2016 Full-Year Forecast	FYMar2015 Full-Year Actual	Changes
Net Sales	280.0	269.2	+10.8 (+4.0%)
Operating Income	12.5	10.9	+1.6 (+14.4%)
Net Income	8.5	7.2	+1.3 (+17.3%)

## 【Changes in Operating Income】

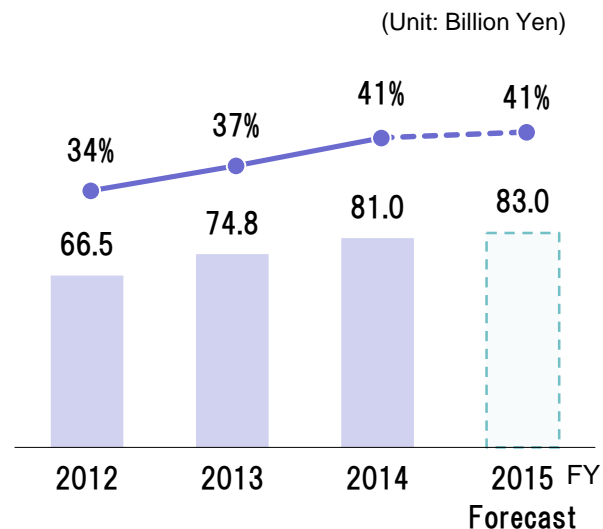


Aims for improving financial strengths have almost been achieved as stated in the previous mid-term management plan

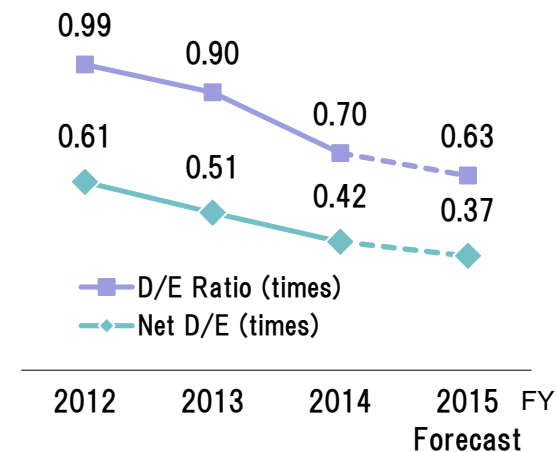
## Free Cash Flow



## Equity

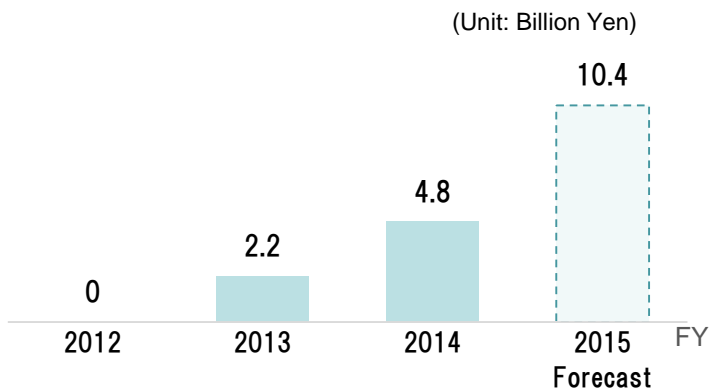


## D/E Ratio

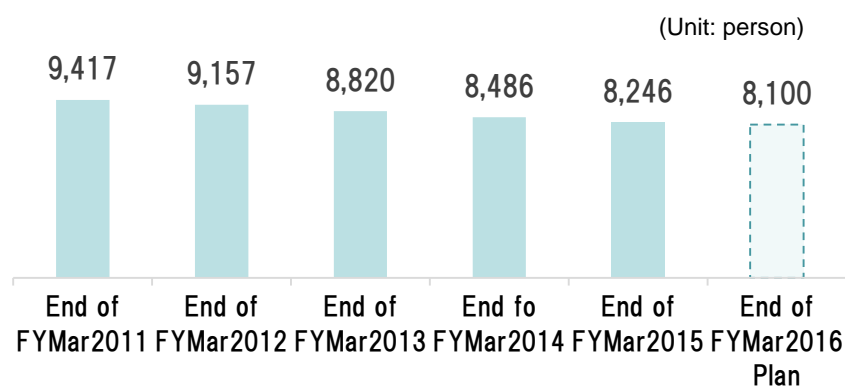


【For Reference】

## Sales from Cooperative Businesses with DNP



## Number of Employees





(Note)

Forecasts in this document rely on judgments and assumptions based on information available at present. Actual results may differ from the forecasts due to changes in risks, uncertainties, economy and other factors. Thus, the certainty of these forecasts is not guaranteed by our Group.

Also, the information is subject to change without prior notice in future.

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