

# **Information Meeting Materials** for the Fiscal Year Ended March 31, 2013

May 10, 2013

**IT Holdings Corporation** 

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# **Fiscal 2013 Performance Highlights**

**Fiscal 2014 Performance Forecast** 

**Second Medium-term Management Plan: Status and Noteworthy Topics** 

**Reference Materials** 

# **Fiscal 2013 Performance Highlights**



- > At the start, a strong sense of uncertainly obscured the path ahead, but improving business conditions gained momentum in the second half, leading the ITHD Group to higher sales and higher income year-on-year.
- > Net sales and net income were generally in line with expectations, and operating income exceeded expectations.

(Millions of yen)

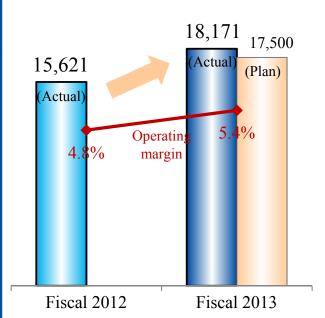
# Net Sales Year-on-year change: + ¥10,417 million (+ 3.2%) Compared with plan: - ¥2,166 million (- 0.6%) 327,417 (Actual) (Actual) (Plan)

Jump in demand for industrial IT services as well as gradual recovery in demand for financial IT services underpinned growth in net sales.

Fiscal 2012

# **Operating Income**

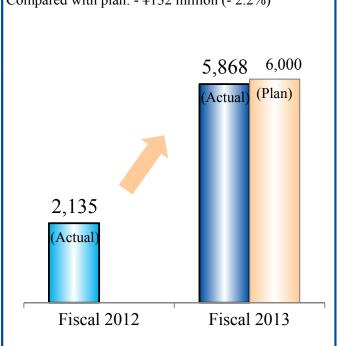
Year-on-year change: +\fmathbf{\pm}2,550 million (+ 16.3%) Compared with plan: +\fmathbf{\pm}71 million (+ 3.8%)



Increase in operating income reflects such factors as the higher net sales starting point and enhanced productivity as well as the appearance of tangible results from office relocation and centralization and benefits realized through measures paralleling merger activity among subsidiaries.

## **Net Income**

Year-on-year change:  $+ \frac{1}{4}$ 3,733 million (+ 174.8%) Compared with plan:  $-\frac{1}{4}$ 132 million (- 2.2%)

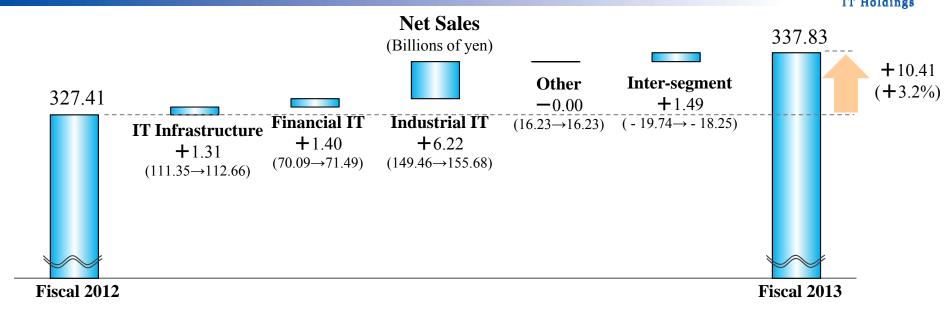


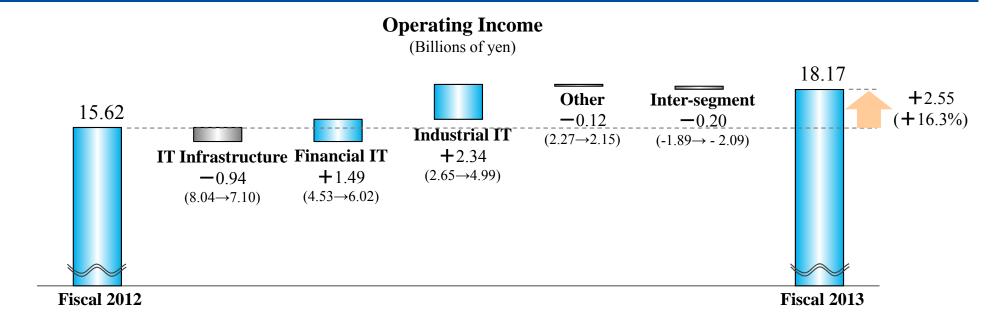
Increase in net income comes from higher operating income as well as reduced extraordinary losses, such as the cost of structural reforms

Fiscal 2013

# Fiscal 2013: Net Sales and Operating Income Analysis







# Fiscal 2013: Changes in Sales and Income for Key Segments

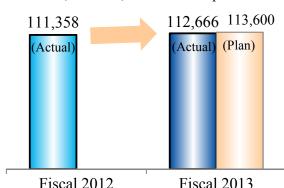
IT Holdings

(Millions of yen)

#### IT Infrastructure Services

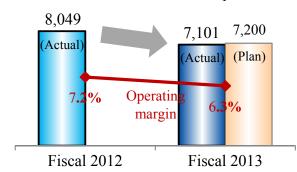
## **Net Sales**

Up ¥1,308 million, or 1.2%, year-on year, but ¥934 million, or 0.8%, lower than expected.



## **Operating Income**

Down ¥948 million, or 11.8%, year-on-year and ¥99 million, or 1.4%, lower than expected.

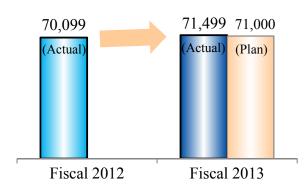


Positive factors, such as major clients beginning to utilize services at GDC Gotenyama, buoyed sales year-on-year, but income-squeezing factors, primarily higher electricity rates and prior investment to meet rising demand, caused a year-on-year drop in operating income from fiscal 2012.

## **Financial IT Services**

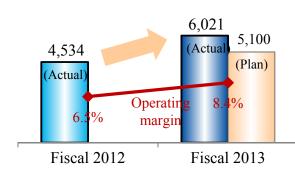
#### **Net Sales**

Up ¥1,400 million, or 2.0%, year-on-year and ¥499 million, or 0.7%, better than expected.



## **Operating Income**

Up ¥1,487 million, or 32.8%, year-on-year and ¥922 million, or 18.1%, better than expected.

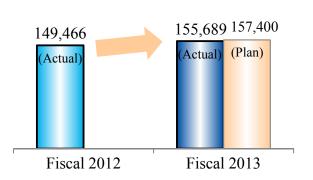


Renewed IT investment activity by credit card companies—a major client group—drove up demand, and profit-building efforts, particularly successful cost-reduction measures, combined with a higher net sales starting point to boost operating income above the fiscal 2012 level.

## **Industrial IT Services**

## **Net Sales**

Up ¥6,223 million, or 4.2%, year-on-year but ¥1,711 million, or 1.1%, lower than expected.



## **Operating Income**

Up ¥2,334 million, or 87.8%, year-on-year and ¥292 million, or 6.2%, better than expected.



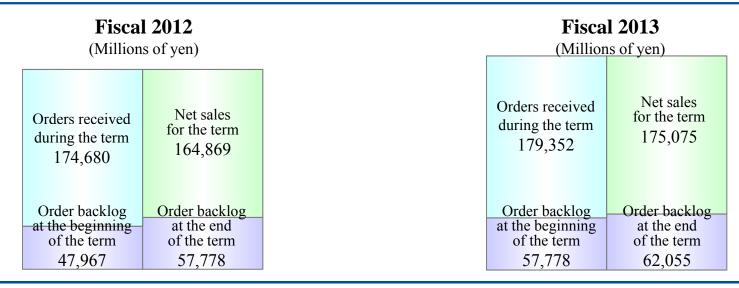
Large software development projects for big manufacturing companies buoyed sales, and with favorable profit-building efforts, particularly cost-reduction measures, operating income grew over fiscal 2012.

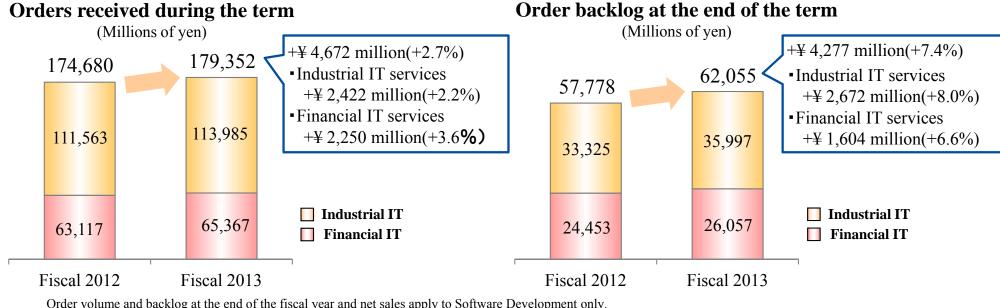
Segment sales include intersegment sales.

# Fiscal 2013 Order Status



Orders accumulated, especially for small and medium-sized projects, pushing order volume for fiscal 2013 and backlog at the end of the fiscal vear above the levels recorded for fiscal 2012.

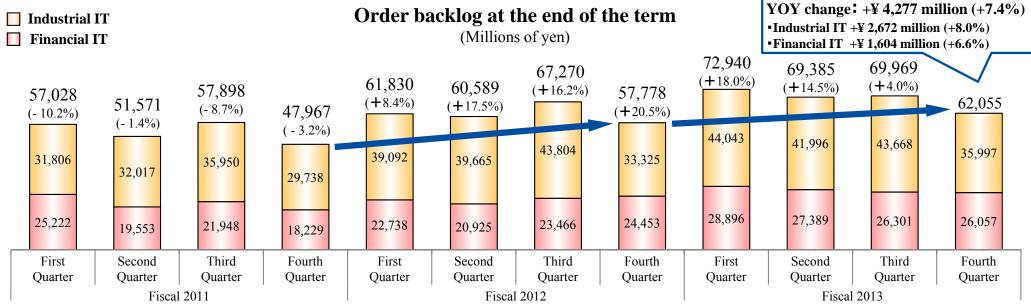




# **Quarterly Order Status**



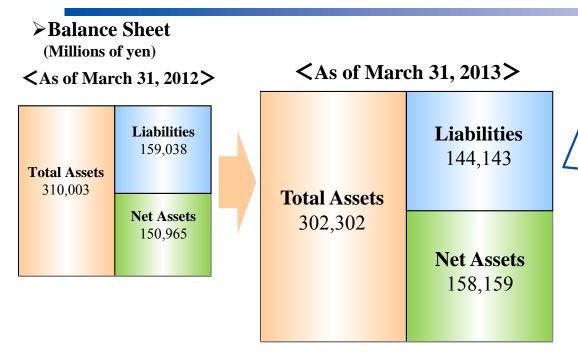
<ul><li>☐ Industrial IT</li><li>☐ Financial IT</li></ul>			Orders received during the term (Millions of yen)				YOY change: +¥ 6,760 million (+15.2%) •Industrial IT +¥ 4,868 million (+19.6%) •Financial IT +¥ 1,890 million (+9.7%)				
38,519 (+1.0%)	40,033 (26.4%)	39,004 (+25.7%)	44,730 (-2.3%)	44,918 (+16.6%)	44,270 (+10.6%)	41,082 (+5.3%)	44,410 (- 0.7%)	49,466 (+10.1%)	44,767 (+1.1%)	33,948	51,170
25,376	26,934	23,796	25,483	28,559	32,472	25,665	24,868	33,107	29,061	(- 17.4%)	29,736
13,143	13,099	15,208	19,247	16,359	11,798	15,417	19,543	16,358	15,705	11,869	21,433
First Quarter	Second Quarter	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
	Fiscal 2011			Fiscal 2012			-	Fiscal 2013			



Orders received during the term, term-end backlog and net sales apply to Software Development only. Percentage figures in columns indicate increase or decrease from the previous term.

# Fiscal 2013: Balance Sheet and Cash Flow Status





## ➤ Total assets: Change\* - ¥7,701 million • Current assets: - ¥ 4,223 million

(including cash and deposits: - \forall 12,731 million, securities:

+¥ 5,200 million, notes and accounts receivables : +¥ 3,658 million)

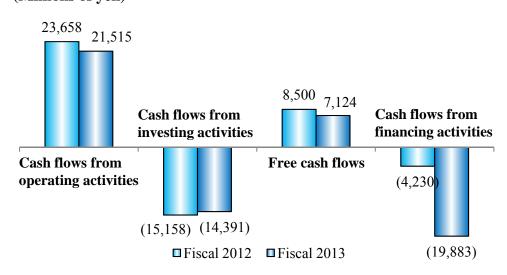
• Fixed assets: • ¥3,477 million (including deferred tax assets: • ¥1,774 million, Goodwill: • ¥1,688 million)

## **≻Liabilities:** Change\* - ¥ 14,895 million

- •Current liabilities: +¥7,997 million (short-term borrowings: +¥9,754 million etc. )
- Fixed liabilities: ¥22,893 million (long-term borrowings: ¥ 25,620 million etc. )
- ➤ Net assets: Change\* +¥7,194 million
- **Equity ratio: 49.8% (+3.5%)**
- ➤ Interest-bearing debt: ¥60,550million (-¥ 15,966 million)
- \* Change: change from March 31, 2012

#### **➤ Interest-bearing Debt** (Millions of yen) 77,454 76,515 60,550 47.7% 46.3% 49.8% 41,365 B6.729 28,633 25.7% 24.7% 20.0% March 31, 2011 March 31, 2012 March 31, 2013 cash and deposits Interest-bearing debt **Equity ratio** Interest-bearing debt ratio

# Cash Flows (Millions of yen)





# **Fiscal 2013 Performance Highlights**

# **Fiscal 2014 Performance Forecast**

**Second Medium-term Management Plan: Status and Noteworthy Topics** 

**Reference Materials** 

# **Understanding the External Environment**



An improving economic outlook should enhance the operating environment. However, attitudes toward IT investment vary by industry sector and by company.

## **IT Infrastructure Services**

- Inquiries regarding data center services to support business continuity planning and disaster recovery strategies.
- Concern that certain trends, particularly a shift toward cloud-style services and standardization could impact prices.



## **Financial IT Services**

- Expect credit card companies to resume IT investment that had been sidelined due to revision of laws.
- >System integration and platform system reform will sustain high level of IT investment by megabanks and insurance companies. IT investment by regional banks also favorable, underpinned mainly by need for system sharing and better client management practices.



Active shift toward IT investment in the securities sector, following recent uptick in the stock market.

## **Industrial IT Services**

- ➤ Backdrop for manufacturing sector characterized primarily by low yen and improving business results, prompting heightened expectation that companies will resume IT investment after a period of cutbacks.
- ➤ In the service and distribution sectors, companies increasingly keen on IT investment to achieve sharper competitive edge.
- ➤In the communications sector, investment in communication networks/systems for smartphones remains brisk.
- ➤In the public sector, high hopes that the "My Number" bill under discussion in the Diet will become law, which would required certain systems and thus lead to wider IT investment.



These trends may differ from general industry trends since management's assumptions also take into consideration the status of IT investment by clients of the ITHD Group.

# Fiscal 2014 Performance Outlook



(Millions of yen)

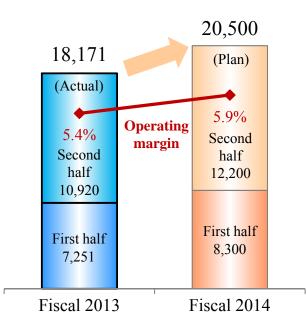
- > We anticipate a better business environment, pegged to the recovery tone of the economic outlook, which will support higher sales and higher income.
- ➤ We aim to achieve the targets set out in the Second Medium-term Management Plan and are moving steadily toward this destination as a group.

**Net Sales** Year-on-year change : + ¥7,166 million (+2.1%) 345,000 337,834 (Plan) (Actual) Second Second half half 181,000 175,311 First half First half 162,523 164,000 Fiscal 2013 Fiscal 2014

Large development projects for major clients in the manufacturing industry may peak, but the drop in sales will be covered by other projects, securing a year-on-year increase. Demand for industrial IT services will be a strong catalyst for growth.

# **Operating Income**

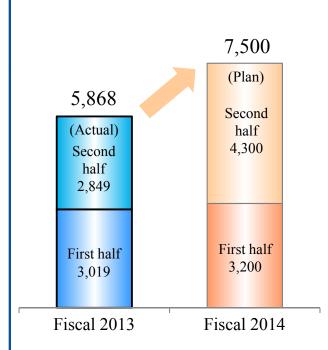
Year-on-year change : + ¥2,329 million (+12.8%)



A higher net sales starting point as well as improved productivity and cost-control measures, such as tight rein on unprofitable projects, should underpin higher operating income.

## **Net Income**

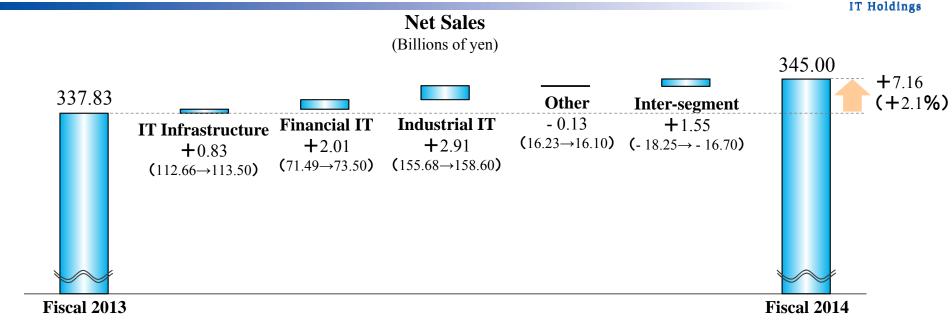
Year-on-year change : + ¥1,632 million (+27.8%)

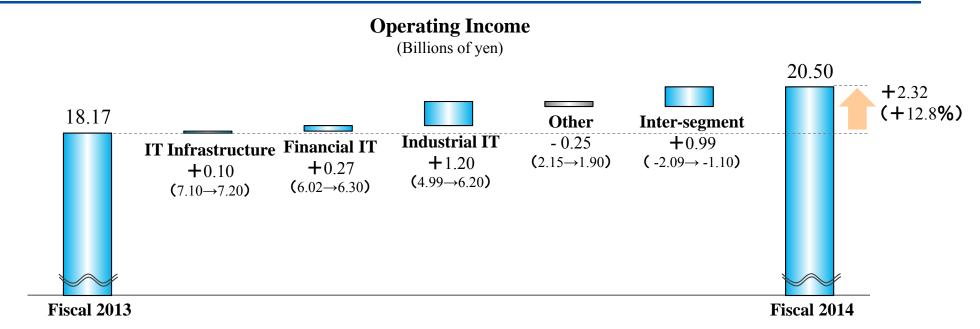


With higher operating income and lower extraordinary loss, net income should increase from the fiscal 2013 level.

# Fiscal 2014: Net Sales and Operating Income Analysis (Forecasts)





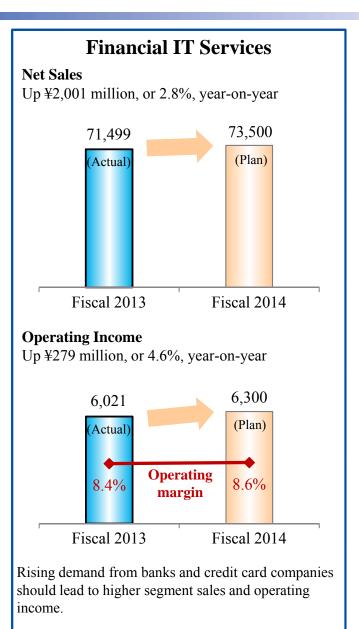


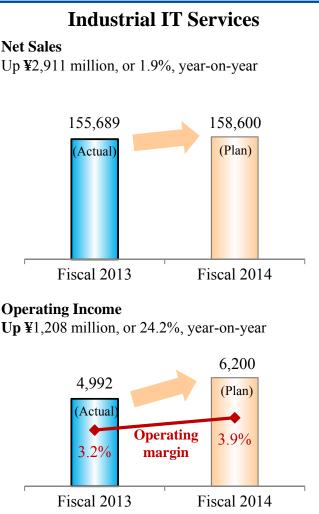
# **Fiscal 2014: Key Segment Performances**

(Millions of yen)



# **IT Infrastructure Services Net Sales** Up \\$834 million, or 0.7\%, year-on-year 112,666 113,500 (Plan) Actual Fiscal 2014 Fiscal 2013 **Operating Income** Up ¥99 million, or 1.4%, year-on-year 7,200 7,101 (Plan) Actual` **Operating** 6.3% 6.3% margin Fiscal 2013 Fiscal 2014 Better business results, especially from GDC Gotenyama, should boost segment sales and operating income.





Large development projects for major clients in the manufacturing industry may peak, but the associated drop in sales will be covered by project backlog. Tighter control of unprofitable projects will further support segment performance, leading to higher sales and operating income.

Segment sales include intersegment sales.



# **Dividend Policy**

- ➤ Long-term, comprehensive return to shareholders
- ➤ Performance trends, financial position
- ➤ Need to enrich retained earnings to underpin business development



- Maintain stable dividends
- Seek consolidated payout ratio of 30%

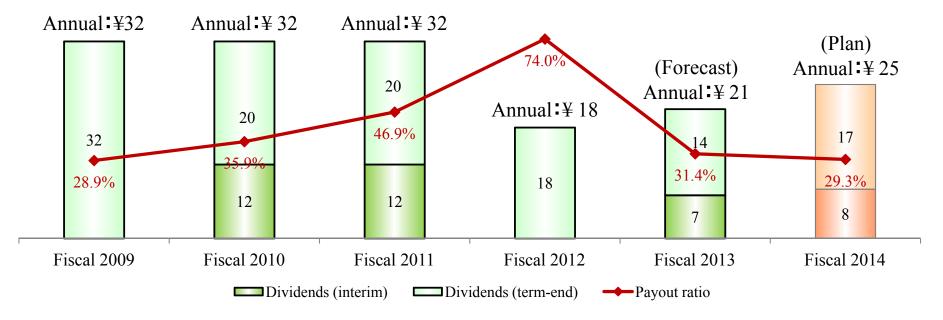
# Annual dividend per share

Fiscal 2013 dividend (Forecast) ¥21



Fiscal 2014 dividend (Plan) ¥25

# <Dividends per share>



Fiscal 2009 was the Company's first year of business and no interim dividend was paid because the books had not yet closed. Only a year-end dividend was paid, and it included a commemorative dividend of ¥5 per share.



**Fiscal 2013 Performance Highlights** 

**Fiscal 2014 Performance Forecast** 

**Second Medium-term Management Plan: Status and Noteworthy Topics** 

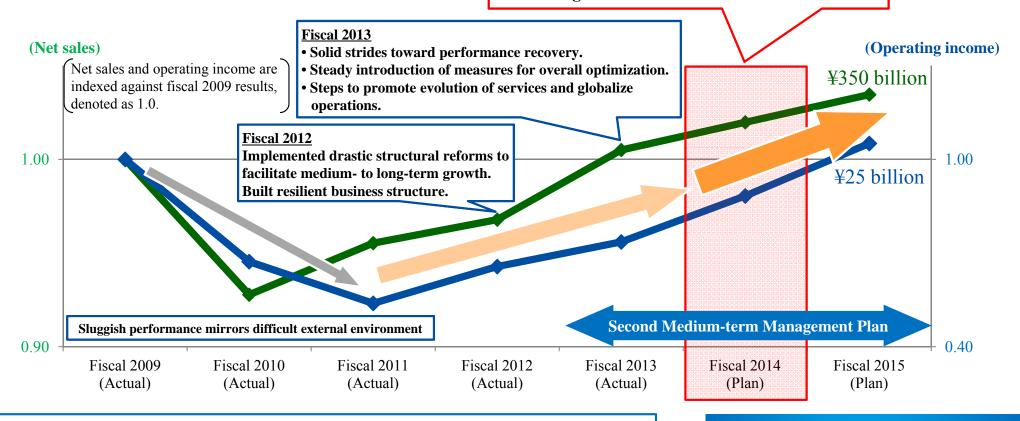
**Reference Materials** 

# Fiscal 2014's Place in the Second Medium-term Management Plan



## Fiscal 2014

- Get top line on a growth track.
- Firmly establish Group communication platform.
- Cultivate open and dynamic atmosphere.
- Promote globalization and evolution of services.



# Second Medium-term Management Plan (Fiscal 2013 through Fiscal 2015)

- ➤ Slogan: Taking on Transformation Brave Steps 2014 —
- ➤ Basic Concepts: "Top-Line Emphasis," "as One Company" and "Enterprising and Bold"

Desired Group Image Corporate IT group achieving reforms as a unified organization

# **Fiscal 2014: Group Management Direction**



# > Second Medium-term Management Plan: Basic Concepts and ITHD Group Management Direction

Fiscal 2013

## Set fiscal year as time for full-fledged V-shaped recovery and worked to expand net sales.

- Established structure that facilitates emphasis on core businesses and growth fields.
- Rebuilt client base and reinforce approaches to better serve growth fields.
- Revamped marketing activities.

**Top-Line Emphasis** 

# Solid strides toward performance recovery

- Net sales growth: Up 3.2% year-on-year.
- Withdrew from unprofitable projects (three companies).
- Realigned companies, redirected resources adapted to business models.

Fiscal 2014

# Get top line on a growth track to ensure performance recovery

- Cultivate new markets/clients and devise new techniques
- Improve approaches to management at client companies
- Utilize project synergies to create business domain/strategy synergies and make strong points even stronger
- Promote engineering aspect of development business, primarily through development center and productivity reform office

Fiscal 2013

# Cultivated a stronger sense of unity to optimize Group capabilities.

- Streamlined and consolidated corporate functions.
- · Created robust financial base.
- Reinforced brands and corporate image.
- Began activities at ITHD College.

as One Company

# Steady introduction of measures for overall optimization

- Group selling, general and administrative expenses down ¥2.9 billion.
- · Organized brand committee, kicked off meetings.
- · Opened ITHD College.

Fiscal 2014

# Further reinforce Group communication platform and cultivate open and dynamic atmosphere

- Enrich programs at ITHD College: Promote unity and best practices
- Group brand: Introduce brand guidelines
- Back-office efficiency: Expand administrative scope of shared office company

## Fiscal 2013

Executed reforms on the business front. Took steps to turn business activities into marketable services and take those services worldwide.

- Enhanced marketing capabilities.
- Accelerated globalization, with focus on ASEAN region.
- Established investment committee.

# **Bold and Enterprising**

# Steps to promote evolution of services and globalize operations

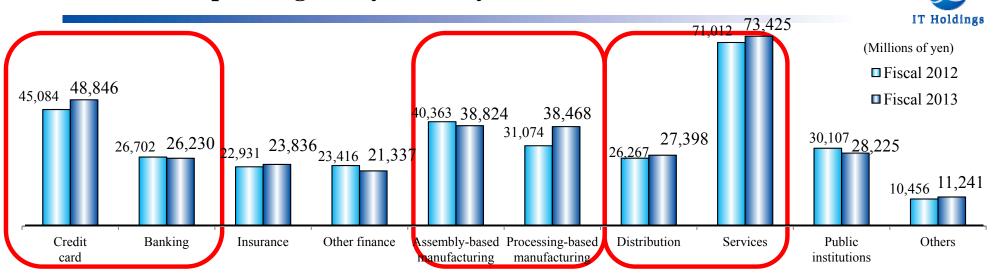
- Globalization: Established new points, expanded existing points
- Services: Introduction of lead-off services progressing favorably

## Fiscal 2014

Turn more business activities into marketable services and establish a wider global presence

- Globalization: Consider adding more points to corporate map, launch businesses in China and ASEAN region and turn into revenue sources
- Evolution of services: Reinforce service menu, enhance existing services, especially cloud services

# **ITHD Group Strengths (by Industry)**



	Credit Card, Banking	Manufacturing (Assembly, processing)	Service, Distribution	
Fiscal 2013 net sales (Millions of yen)	75,076	77,292	100,823	
Key clients	<ul> <li>Mainly major credit card companies seeking wide variety of systems</li> <li>Regional banks (more than 40 clients)</li> </ul>	<ul><li>major construction machinery company</li><li>major chemical company</li></ul>	Trading companies, food-related companies, information-related companies (major providers of SNS and EDI)	
Principal service providers	TIS, INTEC	TIS, Qualica, AJS	TIS, INTEC	
<b>Business themes</b>	Enhanced settlement business, Big Data, shared infrastructure use	Global development, business development utilizing IT	Big Data, platform services	
Gartner estimated rate of growth for 2013 (Moderate case scenario)* Industry average: + 1.2%	+ 1.7% (financial)	+ 1.3%	+ 1.0%	

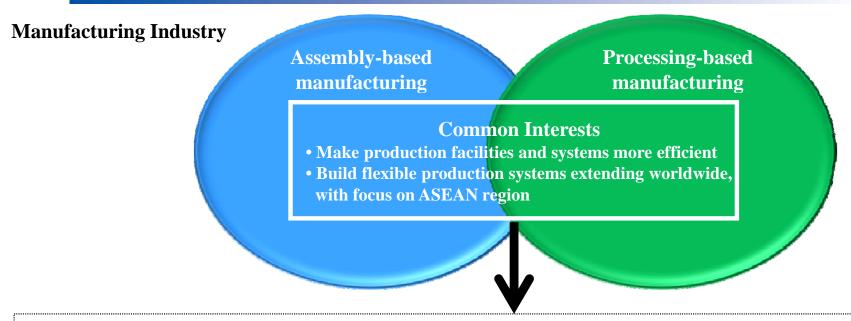
<sup>\*</sup> Source: Gartner, "Forecast: Size of Japan's IT Services Market by Industry Sector, Fourth Quarter 2012", released January 31, 2013

Note: The Gartner report referenced here ("Gartner Report") contains data, research opinion and viewpoints published as part of a syndicated service offered by Gartner, Inc. ("Gartner") to its subscribers, and the content is not a representation of fact. Each Gartner Report predicts trends, as of the original publication date and not as of the date of these corporate materials, and the opinions expressed in the Gartner Report are subject to change without notice.



# **Business Strategies (Example: Industry Sector)**





## **Recent Group Developments**

- 1. Creation of platform system for a major processing-based manufacturer.
- 2. Expanded overseas presence with offices in Singapore (Qualica, TIS), Thailand (INTEC) and Vietnam (AGREX)

## **ITHD Group Priorities Going Forward**

- 1. Create (ongoing) platform system for major processing-based manufacturer.
- 2. Utilize data centers as global data centers and bases for cloud services.
- 3. Expand overseas network and make operations more efficient.
- (1) Considering construction of data (business process outsourcing) center in ASEAN region.
- (2) Reinforce existing bases through such pursuits as mergers and acquisitions with local businesses in ASEAN region.
- (3) Utilize management resources more efficiently by consolidating offices in China.

# **Business Strategies (Example: Business Segment)**



# Overview of BPO Market, ITHD's Perspective

- •Even as Japan's IT market matures, the BPO segment still offers tremendous growth potential, as clients' increasingly look to outsource back-office operations in an effort to enhance the efficiency of their operations and reduce costs.
- •ITHD Group company AGREX boasts a broad client base and extensive knowledge as an industry leasing in this segment.

Gartner Forecast (Best case scenario) *	2013	2014	2015
Market size (Millions of yen)	1,115,128	1,134,977	1,155,922
Rate of growth, year-on-year	+ 2.2%	+ 1.8%	+ 1.8%
(Overall IT services rate of growth, year-on-year)	(+ 2.1%)	(+ 1.6%)	(+ 1.5%)

<sup>\*</sup> Source: Gartner, "Forecast: Size of Japan's BPO Market (Source: Gartner "Forecast: Size of Japan's IT Services Market by Segment, First Quarter 2013", released April 30, 2013

Note: The Gartner report referenced here ("Gartner Report") contains data, research opinion and viewpoints published as part of a syndicated service offered by Gartner, Inc. ("Gartner") to its subscribers, and the content is not a representation of fact. Each Gartner Report predicts trends, as of the original publication date and not as of the date of these corporate materials, and the opinions expressed in the Gartner Report are subject to change without notice.

## **Recent Group Developments**

AGREX INC. and FPT Software Co., Ltd.—a subsidiary of FPT Corporation, the No. 1 IT company in Vietnam—have agreed to establish a joint venture in the first half of fiscal 2014.

## **ITHD Group Priorities Going Forward**

- 1. Consolidate BPO business within the Group.
- 2. Expand overseas network.

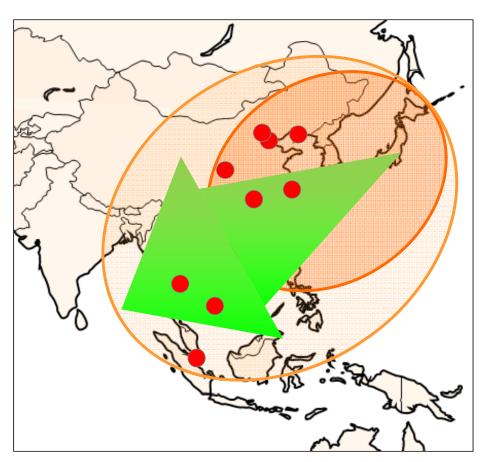
  Considering construction of data (business process outsourcing) center in ASEAN region
- 3. M&A

Accelerate business expansion through M&As targeting business in Japan and overseas, with a focus on companies in ASEAN region.

# **ITHD Group Topics**



# Accelerate global expansion, promote structure to support business development in ASEAN region as well as China



## ITHD Group Overseas Network at a Glance (as of May 2013)

## **Latest Big News Items for the Group**

#### China

- Tianjin TIS Hi-Tech Information System Service Co., Ltd., formed business alliance with ChinaCache International Holdings Ltd., a leading provider of content delivery network (CDN) services in China (March 2012)
- Began offering "fei xiang yun," upgraded version of "xiang yun" cloud service with enhanced features (July 2012)

#### **Thailand**

- INTEC SYSTEMS BANGKOK CO., LTD. established (February 2012)
- Thai office of Rent Corporation (comprehensive rental business) places order with INTEC SYSTEMS BANGKOK for complete revamp of accounting system (March 2013)

## **Singapore**

- TISI Singapore Pte. Ltd. established (January 2012)
- QUALICA ASIA PACIFIC PTE. LTD. hired more staff and reinforced local support structure (March 2013)
  - ⇒ Utilized business experience in China to expand presence into Southeast Asia
  - (1)Reinforced capacity to support clients in the manufacturing sector, such as Komatsu Ltd., as they pursue business expansion into Southeast Asia.
  - (2)For manufacturing sector: AToMsQube
  - (3)For distribution sector: TastyQube, SpecialtyQube

Target: Build scale of net sales to ¥1 billion by 2015.

## Vietnam

Basic agreement between AGREX Inc. and member of local FPT Group to establish joint venture for developing global BPO operations (March 2013)

	Beijing: Beijing representative office (TIS), Beijing TIS Information Technology	Shanghai: TISI (Shanghai), INTEC (Shanghai), QUALICA (SHANGHAI)	Vietnam	Ho Chi Minh representative office (TIS), Oartech Vietnam
China	Tianjin: Tianjin TIS Hi-tech Information System Service, Tianjin TIS Software, Digital TIS	Xian: Beijing TIS (Xian Branch)	Thailand	INTEC SYSTEMS BANGKOK
	Dalian: INTEC (Dalian)	Wuhan: INTEC (Wuhan)	Singapore	TISI (Singapore), QUALICA ASIA PACIFIC

Above: Short form of company names.

# **ITHD Group Topics**



Basic agreement between AGREX and member of FPT Group—biggest IT operation in Vietnam and one with which ITHD Group maintains close ties—to establish joint venture to develop global BPO operations (March 2013)



• High-quality BPO know-how accumulated in Japan



- Considerable in-house talent
- Experience in offshore software development



- Planned establishment involving investment by four companies, including ITHD and FPT
- Will provide high-quality, affordable BPO services
- To be established in July 2013
- Head office to be in Ho Chi Minh or Hanoi
- Employees: Reaching 500 by 2015



March 2013 (in Hanoi)

Signing ceremony for basic agreement on establishment of global BPO company by ITHD, AGREX, FPT and FPT Processing Service.

(from left), Katsunori Yamaguchi, President, AGREX Inc.; Susumu Okamoto, President, IT Holdings Corporation; Truong Gia Binh, Representative Director, Chairman and President, FPT Corporation; and Hoang Nam Tien, Chairman, FPT Software Company Limited.

<sup>\*</sup> It was announced on May 4, 2013, that Mr. Binh has been recognized with an award in the economic development category at the 18th Nikkei Asia Awards, in recognition of his contributions to regional growth as "founder of Vietnam's largest IT enterprise" and for "nurturing the country's software industry through the establishment of an software industry organization and a learning facility to foster development of IT experts."

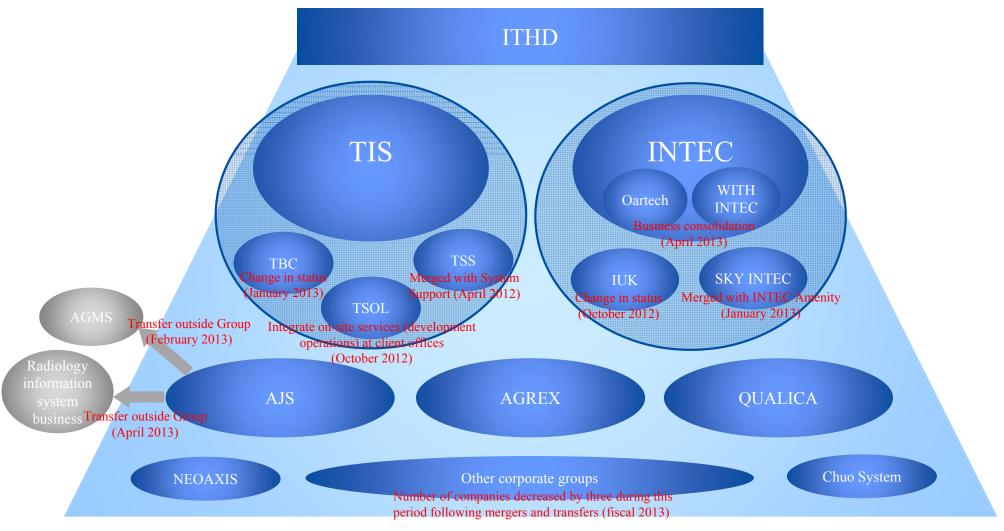


# **Status of Progress on New Group Formation**



# Focus attention on core businesses, promote integration by business model

(Consolidated subsidiaries: 55 companies at the end of March 2010  $\rightarrow$  43 companies at the end of March 2013 (decrease of 12 companies)



TSS: TIS System Service, TSOL: TIS Solution Link, TBC: TIS Business Consultants

# **New Management Structure at ITHD**



# > Reason for Changes

To boost the Group's corporate value under a new management structure

# **New President**

Norio Maenishi (currently, ITHD Executive Vice President)

Scheduled to assume new position on June 25, 2013.



## New Management Structure at ITHD (Directors at a Glance) Scheduled to Take Effect June 25, 2013

Position	Name	Remark			
Chairman Katsuki Kanaoka					
President	Norio Maenishi				
Director (Part-time)	Toru Kuwano	TIS Chairman and President (concurrent)			
Director (Part-time)	Shigeo Morita	INTEC Chairman (concurrent)			
Director (Part-time)	Koju Takizawa	INTEC President (concurrent)			
Director (Part-time)	Kazunori Kawasaki	AJS President (concurrent) *Currently AJS Corporate Officer Executive Vice President			
Director (Part-time)	Akira Kato	Qualica Representative Director, President (concurrent)			
Director (Outside)	Shingo Oda				
Director (Outside)	Yoshinobu Ishigaki				

Top management at principal Group companies concurrently appointed as ITHD directors

Will strengthen Group governance and communication among Group companies

Conditioned upon approval of agenda item regarding election of directors by shareholders at the 5th General Meeting of Shareholders on June 25, 3013.



**Fiscal 2013 Performance Highlights** 

**Fiscal 2014 Performance Forecast** 

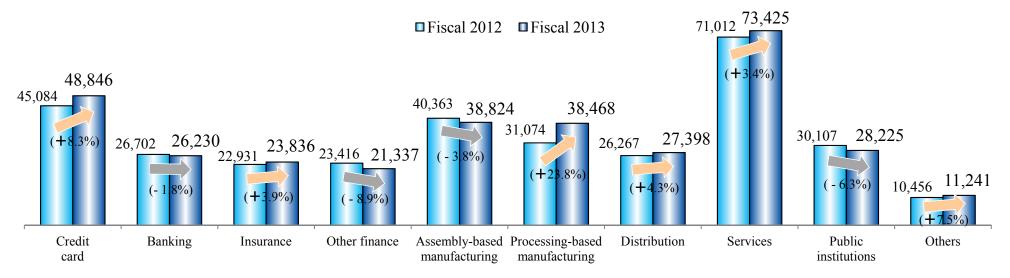
**Second Medium-term Management Plan: Status and Noteworthy Topics** 

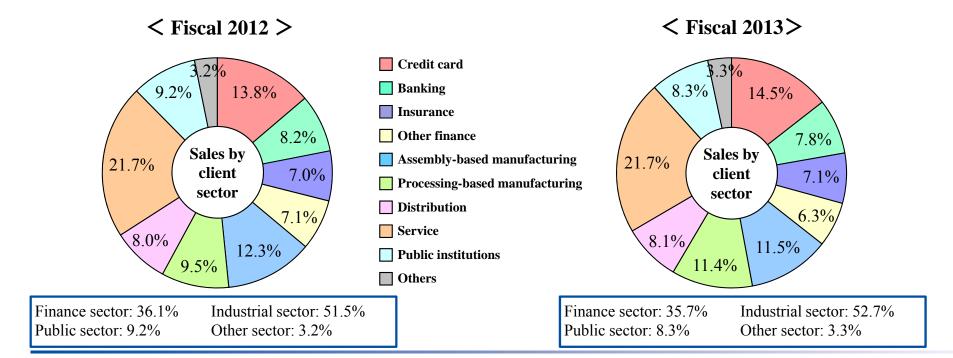
**Reference Materials** 

# Fiscal 2013: Sales by Client Sector





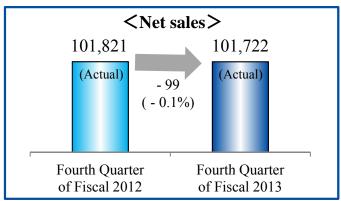


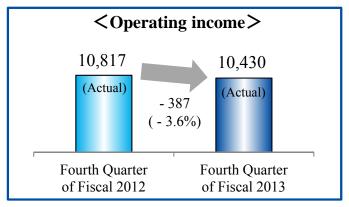


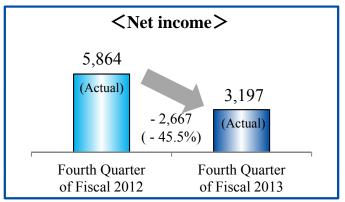
# Fiscal 2013: Sales and Income for Key Segments

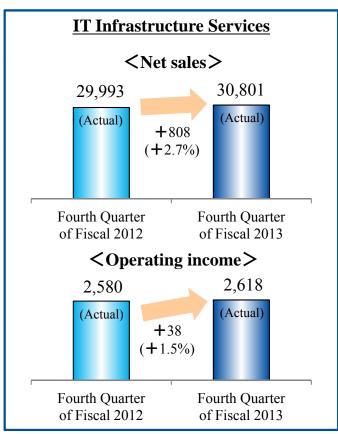


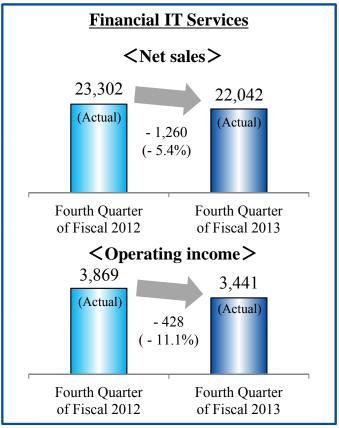


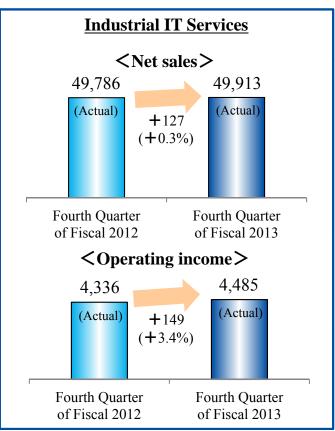












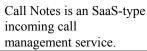
Segment net sales include intersegment sales.

# **Examples of Efforts within ITHD Group to Bring New Services to Market**



# Track trends and promote service-oriented responses, based on accumulated technologies and know-how







Call Crayons enhances corporate connection to customers

• Know-how accumulated in web page development

• Know-how accumulated in network operation



Established cloud-telephony technology

⇒Realized high-level voice communication combining the Internet and voice-over-phone systems (equipment and networks).

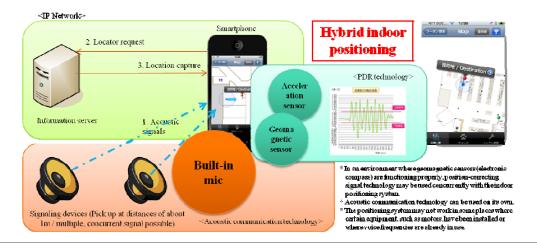
Actual **Applications** 

- Rakuten Travel, Inc., uses Call Crayons.
- Hot Pepper Gourmet, a cuisine-focused site operated by RECRUIT Co., Ltd., uses Call Notes.
- Shopping site Bidders, operated by DeNA Co., Ltd., uses mobile phone identification service.

## In-house development of hybrid indoor positioning system for smartphones

- Environment characterized by rapidly increasing use of smartphones.
- Directing efforts into businesses related to O2O (online to offline) services, which is seen as a growth area.

With world's first hybrid format, using smartphone's built-in sensor and mic, realized a highly precise positioning system—accurate to within a few meters—for use indoors and in underground spaces where signals from global positioning system satellites do not reach.





## Cloud-style desktop service Thin Office VDI



- Strengthens efforts to revolutionize workstyles and thereby boost productivity for all types of companies.
- Applies latest ICT technology (virtual desktop technology unified communication zero client).

Will build next-generation office environment for Thin Office and offer services that utilize this know-how to outside clients.

# **Examples of Efforts within ITHD Group to Bring New Services to Market**



# Track trends and promote service-oriented responses, based on accumulated technologies and know-how



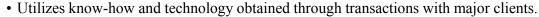
Production-control system



Preventative maintenance support system



- Utilizes technology and know-how accumulated through development of systems for major clients.
- Meets growing demand among clients seeking to introduce and/or reinforce production-control systems, especially in China.
- Based on multi-language, cloud-oriented design concept anticipating global development.



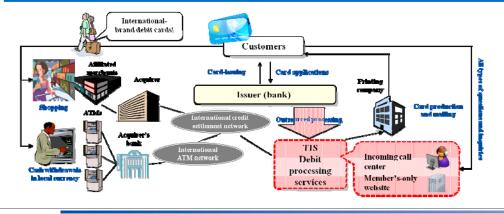
- Demonstrates wider business presence, going beyond manufacturing domain to after-market domain.
- First cloud response that visualizes operating status of equipment.

## International-brand debit card processing service

- Combined many years' worth of know-how in settlement system configuration and operation for consumer finance companies and other credit providers.
- Reinforced shift from credit card systems to a broader interpretation of settlement systems.

Provides one-stop access to services required for issuing and administering international-brand debit cards, and supports quick, low-cost approach for financial institutions to initiate debit card services under own brand.

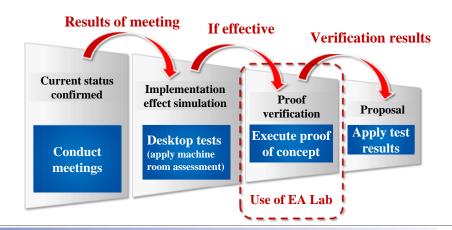
Aozora Bank, Ltd., uses this service and began handling the Aozora Cash Card Plus with Visa debit card function on March 4, 2013.



## TIS Enterprise Architecture Laboratory

- IT systems that support business activities evolving as business content changes are becoming increasingly diverse and complex.
- IT system performance, including application of Big Data, becoming key to survival amid intensifying competition.

Opened facility that allows measurement of return on investment through research and verification of IT system upgrades and supports creation of effective IT strategies.



# **Examples of Efforts within ITHD Group to Bring New Services to Market**



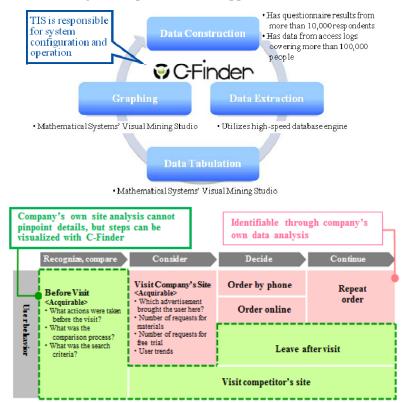
# Track trends and promote service-oriented responses, based on accumulated technologies and know-how

#### Joint development of C-Finder, Big Data analysis platform

• Pursued approaches in businesses with a connection to Big Data, which is becoming more important in corporate marketing activities.

Applied data from access logs covering more than 100,000 people and questionnaire results from more than 10,000 respondents (held by Opt Inc.) to visualize diversifying consumer behavior.

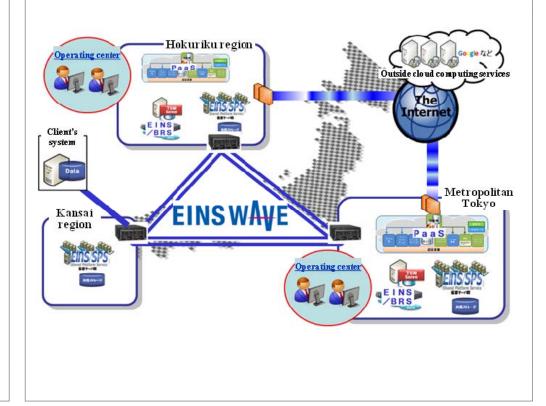
Formed agreement with Opt and Mathematical Systems Inc. to jointly undertake development, marketing and implementation support.



## Launched EINS WAVE, Japan's first extended virtual cloud service

•Response to cloud-specific services (maintains existing high quality while allowing tenants to select the features/menus they require.)

Connects data centers in three regions in Japan—metropolitan Tokyo, Hokuriku (economic region covering Toyama, Ishikawa, Fukui and Niigata prefectures) and Kansai (centered on Osaka)—and provides cloud services for each data center's tenants as a single, virtual cloud with national coverage, utilizing duplicated operation and control systems.





## **Cautionary Statements**

- In these materials, ITHD is abbreviated ITHD.
- Forward-looking statements, including performance forecasts, described in these materials are based on information available to management regarding the ITHD Group—that is, ITHD and the subsidiaries under its umbrella—as of the presentation date and certain assumptions deemed reasonable at this time. No intent is implied of promise by the Company to achieve such forward-looking statements. Indeed, various factors may cause future results to be substantially different from the assumptions presented in these materials.
- Figures for each quarter (three months) are determined from the difference between aggregate results for previous quarters.