

## **Information Meeting Materials**

# for the First Two Quarters of the Fiscal Year Ending March 31, 2018

October 31, 2017

# TIS Inc.



# **Fiscal 2018 First Two Quarters Financial Highlights**

**Fiscal 2018 Performance Forecast** 

**Status of Progress on Key Strategies** 

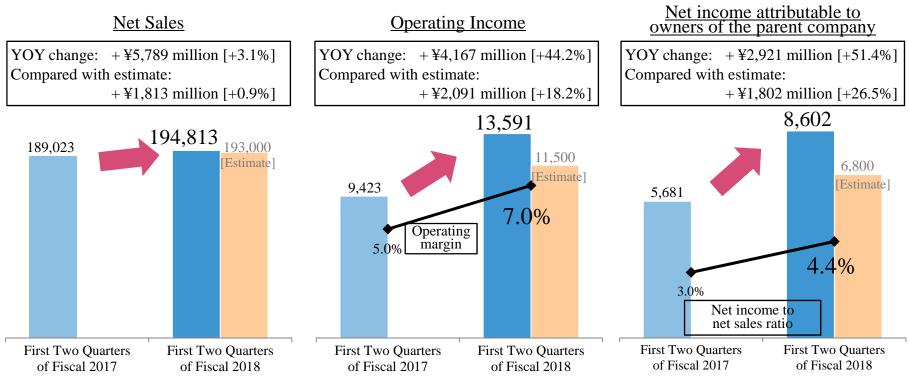
**Reference Materials** 



## **Fiscal 2018 First Two Quarters: Financial Highlights**

[Millions of yen]

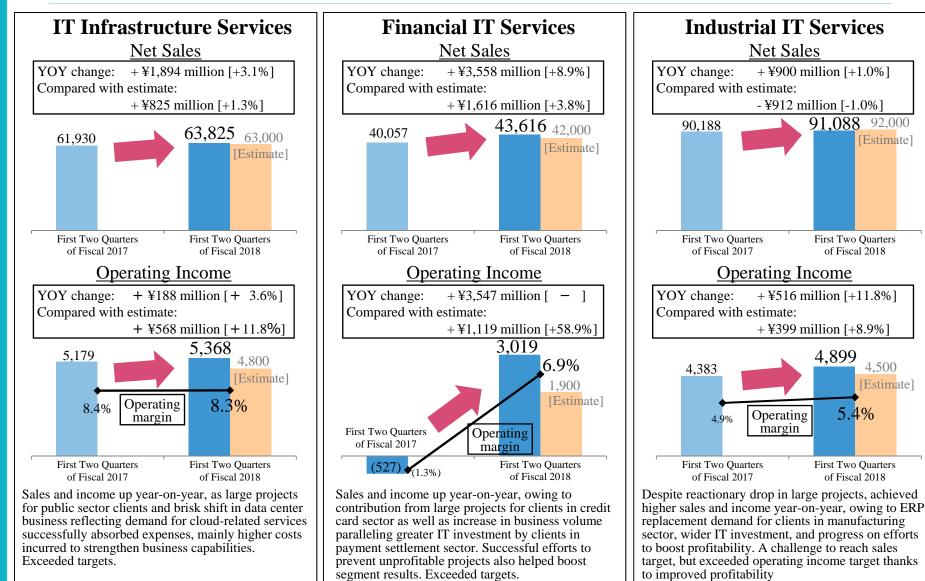
•Against a favorable business backdrop, sales and income were up over the corresponding two quarters a year ago, thanks to higher business volume and efforts to improve profitability. Exceeded targets.



In sectors where IT investment is showing renewed growth, we emphasized accurate identification of client needs and were rewarded with higher sales, year-on-year. Year-on-year improvement in income reflects higher net sales staring point and successful efforts to boost profitability, including steps to prevent unprofitable projects, which absorbed cost increases incurred to enhance employee benefits and sharpen competitiveness. Net income attributable to owners of parent company was up year-on-year, buoyed mainly by higher operating income.



### Fiscal 2018 First Two Quarters: Sales and Income for Key Segments [Millions of yen]

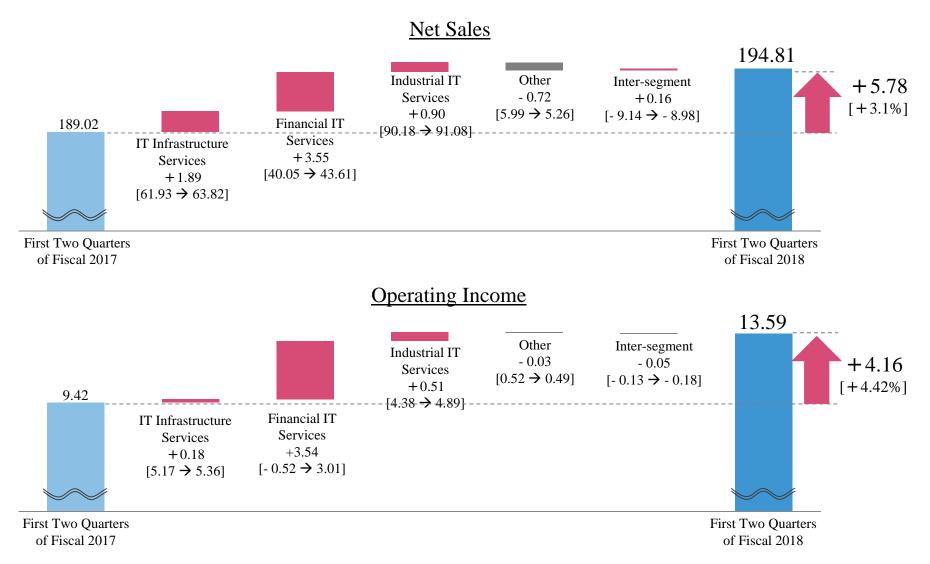


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\*Segment sales include intersegment sales.

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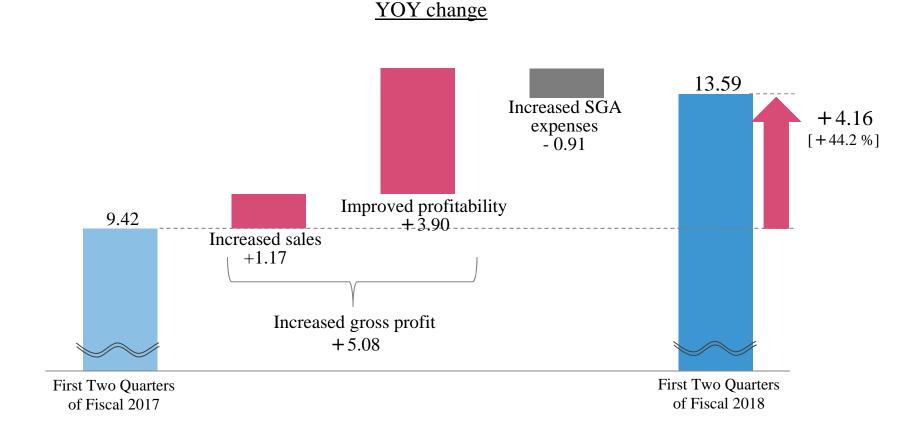
# **Fiscal 2018 First Two Quarters: Net Sales and Operating Income Analysis**



TIS INTEC Group Go Beyond

[Billions of yen]

# **Fiscal 2018 First Two Quarters: Operating Income Analysis, Increase/Decrease Reasons**

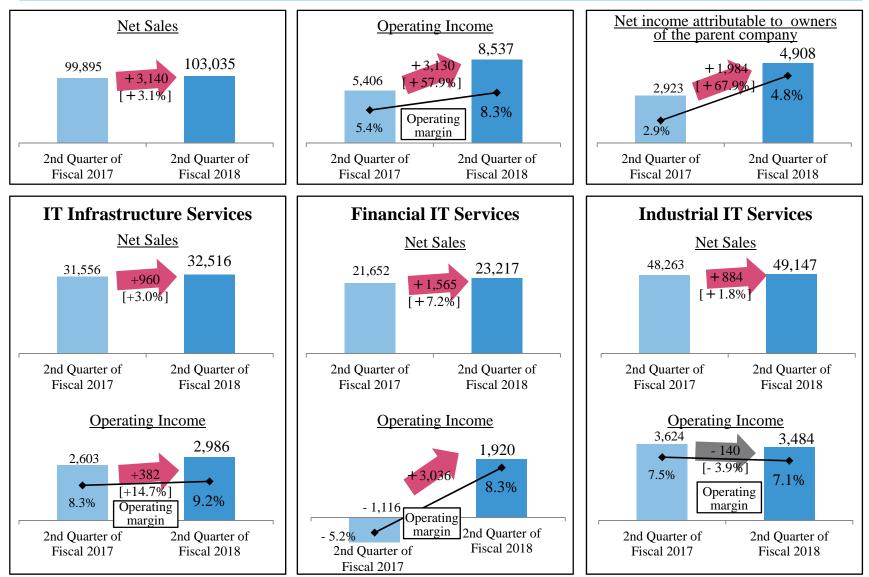


[Billions of yen]



# **Reference: Fiscal 2018 Second Quarter (July - September)** Sales and Income for Key Business Segments

[Millions of yen]



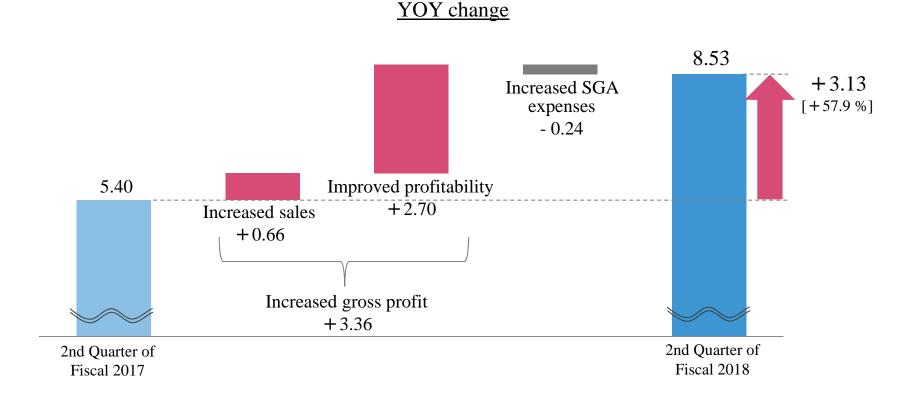
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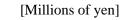
# **Reference: Fiscal 2018 Second Quarter (July - September) Operating Income Analysis, Increase/Decrease Reason**

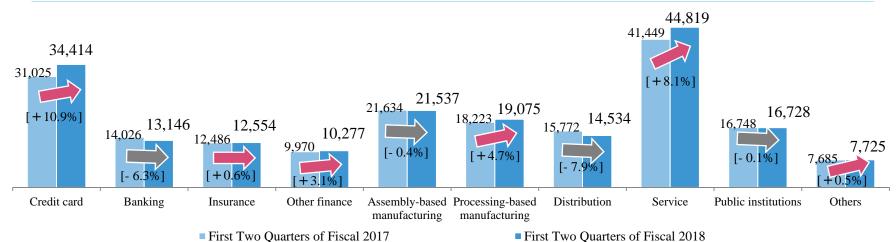
[Billions of yen]



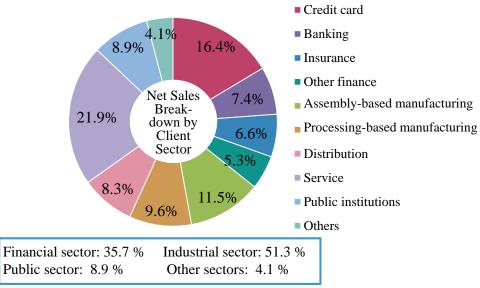


### **Fiscal 2018 First Two Quarters: Sales by Client Sector**

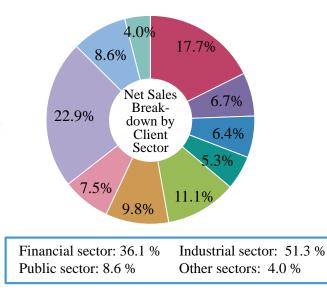


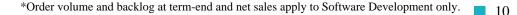


### **First Two Quarters of Fiscal 2017**



### **First Two Quarters of Fiscal 2018**

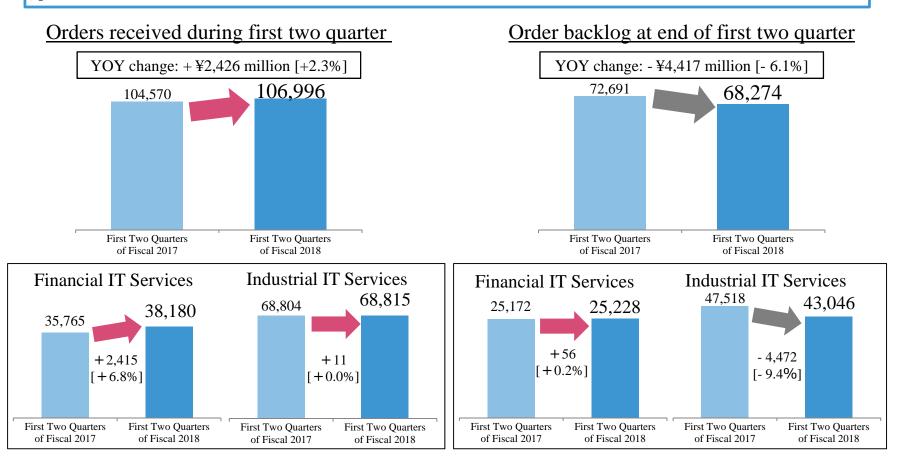




reactionary drop in demand, and pushed results above the corresponding period a year ago.

•Against a brisk business backdrop, order volume remained high enough to offset adverse factors, such as

•Backlog decreased year-on-year, but primary cause was drop due to progress on large projects for clients in public sector.



### **Fiscal 2018 First Two Quarters: Order Status**

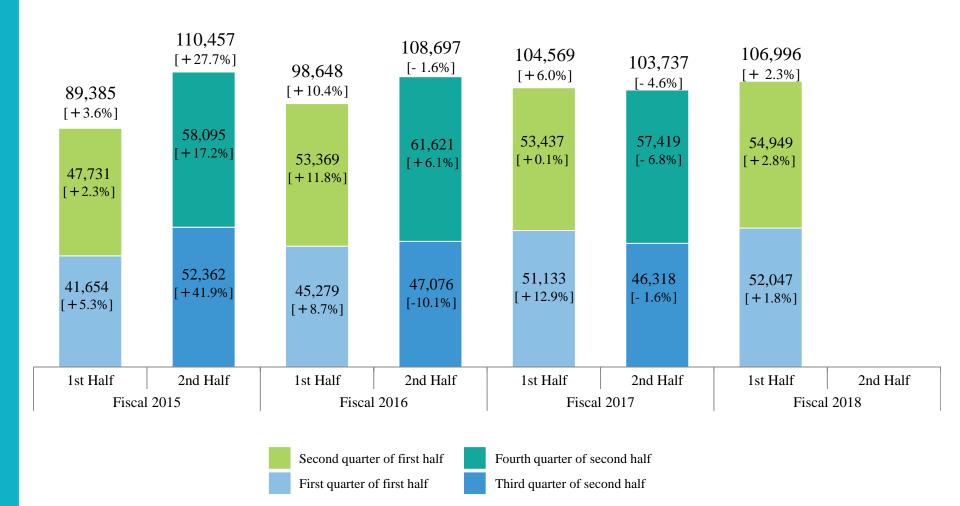
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[Millions of yen]



### **Changes in Orders Received**

[Millions of yen]



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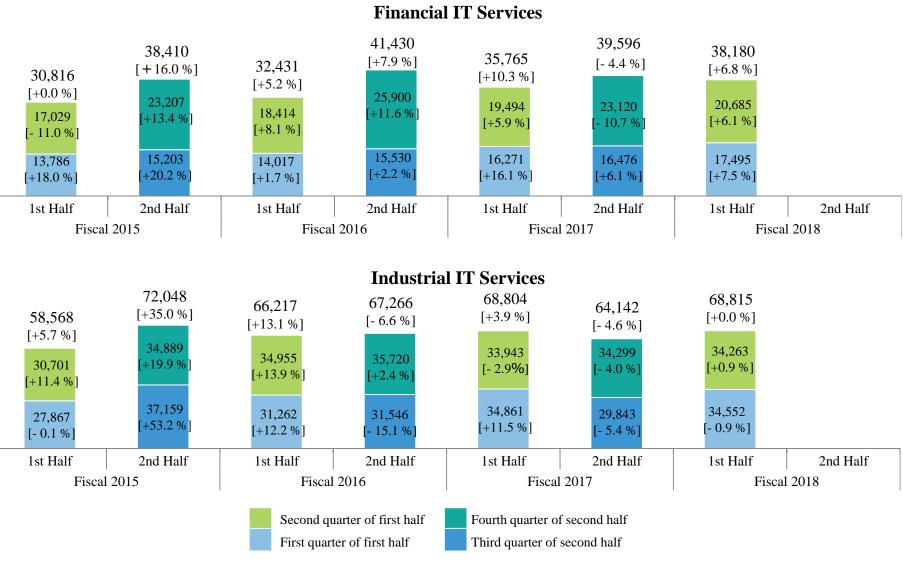
\* Orders received during the term apply to Software Development only.

\* Percentage figures in columns indicate increase or decrease from the previous term. 11



## **Changes in Orders Received**

[Millions of yen]



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\* Orders received during the term apply to Software Development only.

\* Percentage figures in columns indicate increase or decrease from the previous term. 12



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### **Understanding the External Environment**

- •Business environment should remain favorable, against backdrop of growing IT investment needs among clients who are increasingly keen on digital management.
- •With business environment humming with activity, ongoing issues will be to secure human resources to meet demand and spur reforms in approaches to work and productivity.

### **IT Infrastructure Services**

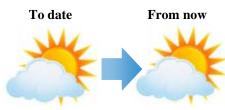
- Data center business should continue to benefit from trend toward greater use of cloud services. Expanding need for value-added services, such as data security.
- BPO business should see sustained increase in demand for outsourced administrative services contributing to improved corporate management.

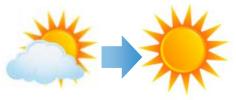
### **Financial IT Services**

- In the credit card sector, IT investment, especially core system replacement demand and responses to restructuring in the payment settlement business, will remain high.
- IT investment by banks is growing as they strive to incorporate new technologies, such as FinTech, and promote reforms in business and services. But demand for existing technologies is being squeezed by cost reductions.
- > Negative interest rates continue to impact the IT investment trends of financial institutions.

### **Industrial IT Services**

- In manufacturing, service and distribution sectors, companies will continue to invest in front-office IT to sharpen competitive edge, especially in marketing-related pursuits, but temporary lull is a worry, given business sentiment.
- ERP market remains favorable, buoyed by replacement demand from manufacturing, service and distribution sectors.
- IT investment to address electric power and gas system reform is characterized by an increase in inquiries, driven by new demand, such as future decentralization measures, and heightened competition over orders.







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



### **Fiscal 2018: Priority Focus by Core Business Segment**

### **IT Infrastructure Services**

- Accelerate shift toward service-style business through wider variety of value-added services, including security, and expanded menu of cloud services
- Actively promote cross-selling within the Group for data center/network business, including groupwide connection start for DCAN (Datacenter and cloud services Customer Adapted Network) closed network service
- · Improve profitability through creation of BPO integration effect and wider base of high-profit projects

### **Financial IT Services**

- Steadily execute large projects for clients in card-based operations, embrace themes of strategic importance to core clients
- Expand payment settlement services business by enhancing PAYCIERGE 2.0 presence and accelerating monetization
- Pinpoint diversifying needs in payment settlement sector and expand client base to include payment settlement service providers, and clients in distribution and transportation sectors
- Business sentiment among banks and insurers is unclear, but enhanced marketing efforts will target key themes, especially core client operations

### **Industrial IT Services**

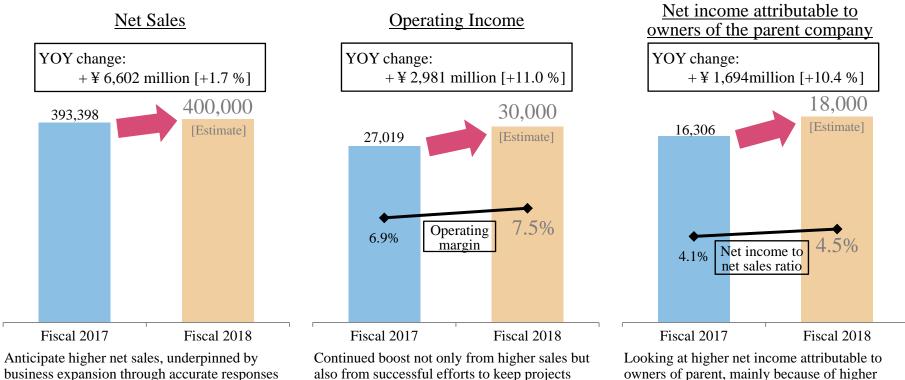
- Steadily execute large projects for clients in public sector
- Cultivate demand by embracing themes of strategic importance to core clients and by drawing on Group connections
- Expand client base by capitalizing on ERP replacement demand, especially among manufacturers
- IT strategies are viewed as having a direct link to management strategies, so promote "untiring pursuit of high-valueadded businesses" by reinforcing consulting and upstream businesses to complement existing SI business



## **Fiscal 2018: Performance Forecasts-1**

[Millions of yen]

- Expecting higher sales and income year on year. Net sales and operating income set at medium-term management plan targets.
- Seek to push net income attributable to owners of parent, which hit the target stated in the medium-term management plan a year ahead of schedule.
- $\Rightarrow$ First-half results were favorable. Will continue to work toward initial targets.
  - No change to those numerical goals.



Anticipate higher net sales, underpinned by business expansion through accurate responses to clients' IT investment needs and by steady execution of big projects.

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Continued boost not only from higher sales but also from successful efforts to keep projects from turning unprofitable and enhanced productivity. Should be able to absorb higher costs, including prior investments, and post yearon-year increase in operating income.

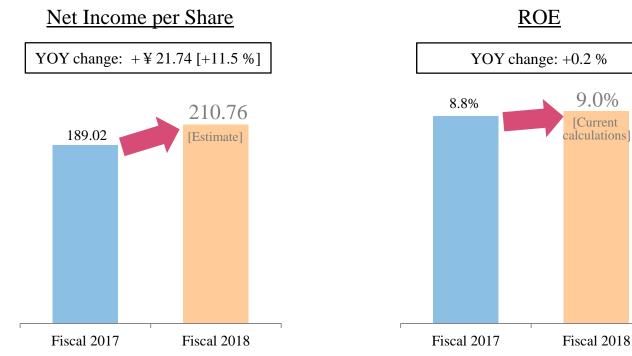
operating income.



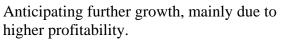
[Yen]

## **Fiscal 2018: Performance Forecasts-2**

•Seeking ROE improvement, with goal to exceed 10% by fiscal 2021, ending March 31, 2021.



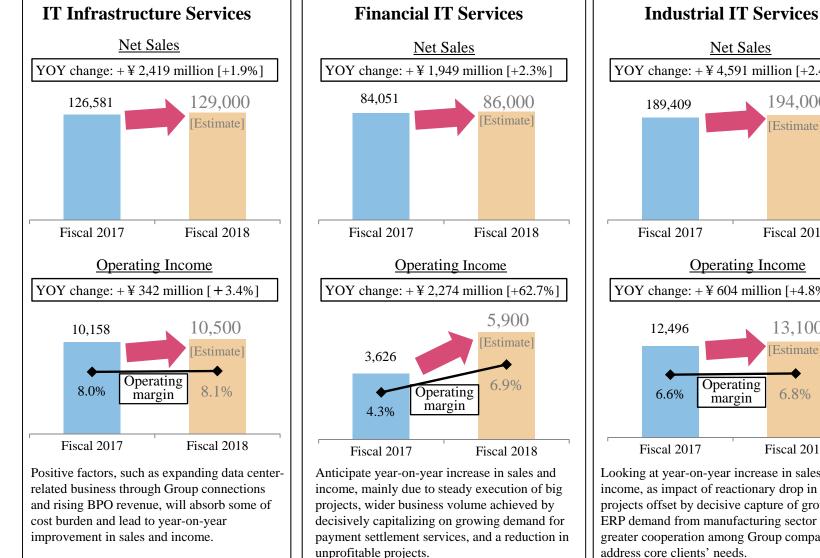
Anticipating year-on-year improvement, paralleling higher net income attributable to owners of parent. (Initial target raised, paralleling purchase of treasury stock)

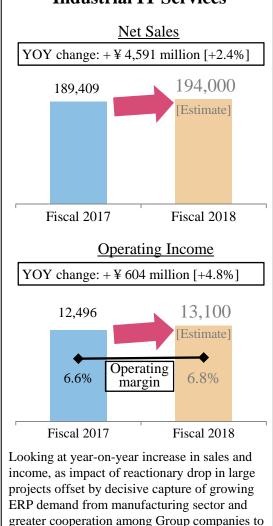




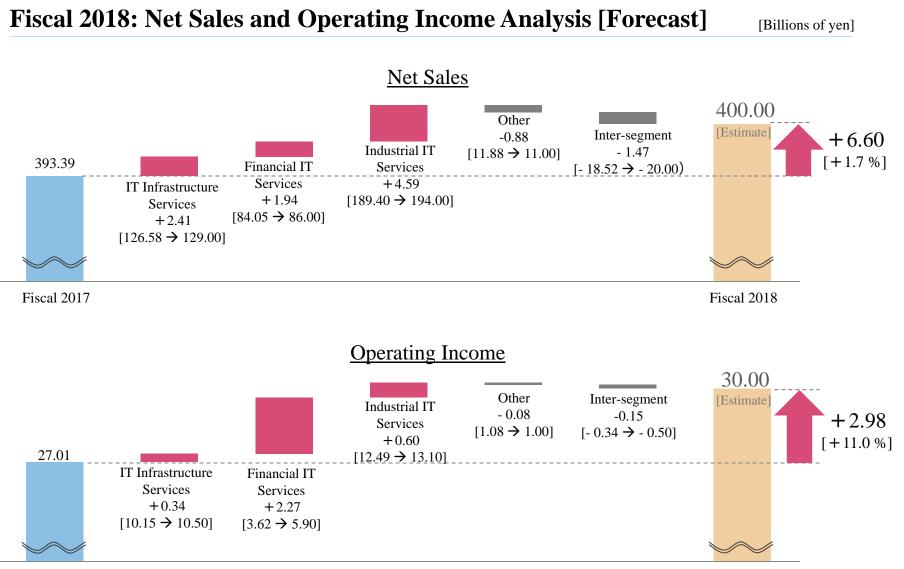
## **Fiscal 2018: Key Business Segment Performances [Forecast]**

[Millions of yen]











Fiscal 2018

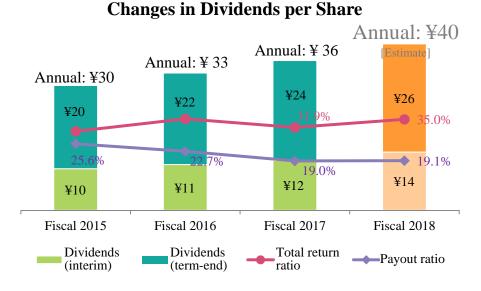


### **Fiscal 2018: Return to Shareholders**

**Policy on return to shareholders in the Third Medium-term Management Plan** Will adopt total shareholder return measure (total return ratio) to promote shareholder returns through dividends and an appropriate capital structure through treasury stock buyback.

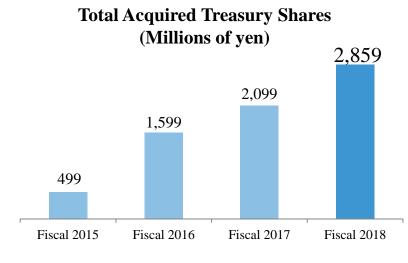
Target 35% total return ratio (Stable, continuous dividends + share buybacks)

Annual dividend per share (plan) ¥40 (YOY change: + ¥4)



Acquisition of Treasury Shares (actual) Total ¥2,859 million\*

\* Actual amount of treasury stock buyback announced May 10, 2017





# **Fiscal 2018 First Two Quarters Financial Highlights**

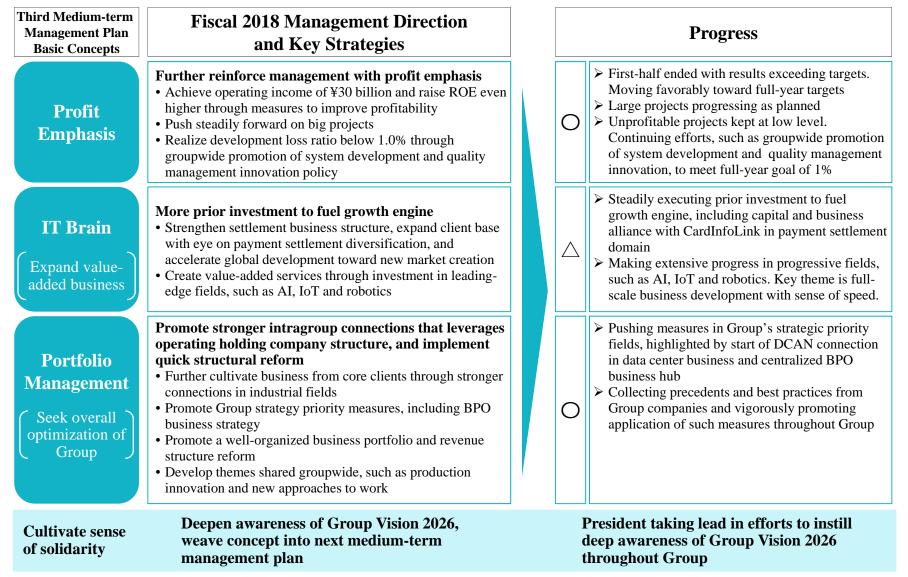
**Fiscal 2018 Performance Forecast** 

**Status of Progress on Key Strategies** 

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# Fiscal 2018: Group Management Direction and Status of Key Strategy Implementation





## **Profit Emphasis — Reinforcing management with a profit emphasis**

#### Group System Development and Quality Management Innovation Committee promotes various measures groupwide

Experts from Group companies come together; tenaciously push measures for implementation and improvement on a groupwide basis

#### **Loss Elimination Group**

After having set a goal to prevent unprofitable projects within the Group and establishing a PDCA scheme to achieve this goal, monitors status of efforts

 $\Rightarrow$  Analyzed unprofitable project status, shared Group company project supervision rules and measures, identified issues for improvement, beginning with a format for screening projects at the proposal stage and a format for monitoring—visualizing—project status, and implemented changes

#### ■ Technology Reinforcement Group

Shares measures related to enhanced technological expertise, such as development framework and development methods, throughout the Group, and promotes higher level of sophistication

⇒ Enhanced standard framework for requirement definition stage and test stage, and promoted groupwide through training and other learning opportunities

### Core business system (Mode 1, SoR) field

- Set stage for Nablarch and utilize on corporate basis
- Raise level of requirement definition expertise
- Raise level of project management expertise
- Enhancement reform activities

### Digital innovation (Mode 2, SoE) field

Application of agile development approach Greater use of cloud, PaaS

#### Enhance project risk supervision

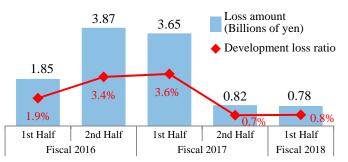
- Rigorous check to ensure that system and plan have been confirmed through review at project start
- Pinpoint problems through project diagnostic

- Anticipating positive effect on two fronts—improved productivity and reduced appearance of unprofitable projects—which are actually two sides of same coin
- Will utilize insights and know-how accumulated by TIS to unroll new system development and quality management innovation measures. Gradually promoting measures through Group as precedents and best practices

#### **Trends in Unprofitable Projects**

- Value of unprofitable projects that appeared during first two quarters amounted to ¥780 million, leading to development loss ratio of 0.8%
- Development loss ratio trending within targeted 1.0% range for fiscal 2018. Seek to achieve full-year goal through sustained effort in second half to prevent projects from turning unprofitable

#### **Trends in Unprofitable Projects**





# Reference: Activities in TIS' Core Business System & Digital Innovation Fields

### Core Business System (Mode 1, SoR) Field

### Start of enhancement reform activities

- Redefine maintenance, maintenance and development and operation related to clients' core business systems as "enhancement"
- Introduced improvement activities conforming to common companywide standard, effective from in fiscal 2018

We aim to realize better quality and eliminate obstacles by offering various tools and providing team-based improvement activities.

### **Enhancement Framework**

Defined overall performance structure of enhancement operations, in accordance with ITIL and ITSMS. Clarified scope of contracted work, considered issues and corrective measures, shared companywide as examples of improvement

### **Definition of Service Manager Role**

Enhancement team leader designated as service manager, and role and skill level defined. Also applied in developing human resources

### "Aru Aru" Diagnostic Tool

Self-diagnostic tool. Identifies areas in need of improvement using a checklist of 230 points and helps to evaluate improvement activities.

### **Digital Innovation (Mode 2, SoE) Field**

### Full-scale approach into digital innovation market

- Specialist teams restructured into Application Development Center under System Development & Quality Management Innovation SBU
- Setting up development and implementation environment for comprehensive development methods, including agile development and DevOps, as well as application services

We aim to achieve both high productivity and high quality through support from specialist teams and skill transfer. ⇒ Begin full-scale application of tool suites on projects related to TIS' original services and solutions

### Phoenix

Guide for quick system development and launch based on agile development and DevOps. Formulate approaches to promote collaboration with clients through agile development as well as methods, such as built-in quality and evaluation techniques.

### Nablarch / Nablarch on PaaS

Java application development and implementation framework that realizes high development productivity, including auto-generation feature. Runs in various environments and guarantees application system portability

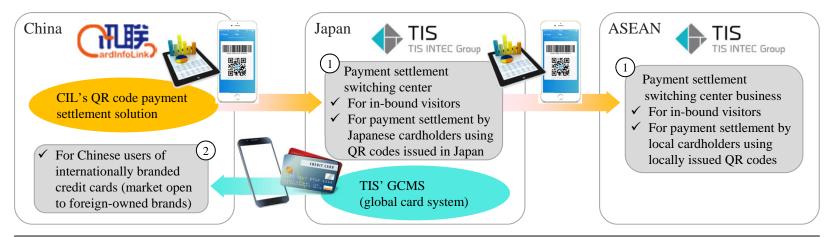
Note: Provide diverse options in service development to facilitate use in various server environments (public cloud, private cloud, on-premise)



### IT Brain — Efforts to expand value-added business

Payment settlement services Capital and business alliance (announced: September 2017) with Shanghai CardInfoLink Data Service Co., Ltd. (CardInfoLink), a FinTech company in China that is thriving in that country's intensely competitive payment settlement services market

- ✓ Contributed about ¥2.1 billion (equity stake: 10%) into CardInfoLink (CIL)
- ✓ Will jointly promote two businesses and provide high-added-value IT services in Japan, China and Southeast Asia
  - (1) QR code payment switching center business in Japan and Southeast Asia
  - (2) Card-issuing system business in China



#### CardInfoLink's Strengths

#### QR Code Payment Settlement Domain

Major officially approved QR code payment settlement provider in China. Offers newest QR code payment settlement solutions, including DOCODE, to stores and acquirers. Outside China, company has a proven track record in six countries, including Japan, and its market share is growing.

#### Card Payment Settlement Domain

Built original message format conversion gateway for overseas transactions between international card brands and UnionPay, and boasts 90% share of the third-party payment solutions market.



# IT Brain — Efforts to expand value-added business

IV	<ul> <li>Business chatbot platform DialogPlay (beta version: May 2017)</li> <li>SaaS platform that facilitates through simple operation and procedures the creation and application of chatbots used to provide customer services.</li> <li>Delivers enhanced customer services and higher satisfaction rates through hybrid operations combining humans and chatbots.</li> <li>Joint development of smart speaker AISonar with AI, business alliance with Toppan Printing</li> <li>Joint development with AI Inc. on smart speaker that combines voice recognition, AI, machine translation and speech synthesis, and began joint verification tests toward a marketable product (announced: September 2017). Also working with Toppan Printing Co., Ltd., with a goal to provide financial counter and in-branch services (announced: October 2017).</li> <li>Makes it possible to create communication tools in a different format for automated customer response devices not requiring human interaction.</li> </ul>	r 🧊
IAT	<ul> <li>Factory-oriented IoT solution FactoryQube (available: May 2017)</li> <li>Collect and utilize operating data from facilities and equipment within a factory site to improve productivity throughout the factory.</li> <li>Total support for business improvement and reform at manufacturing sites.</li> <li>Wearable device AiboQube for worksites (planned launch: April 2018)</li> <li>Helmet-style IoT device that contributes to improved productivity and safety in manufacturing and construction industries.</li> <li>Voice input and projection of diagrams, operating instructions and other visual resources onto see-through visor leaves operator's hands completely free for work activities.</li> <li>Will transform approaches to work at worksites.</li> </ul>	E
<b>Open</b> architecture	<ul> <li>■ Xenlon Shinryu migration service to support shift to open architecture environment (availab</li> <li>• Migration utilizes TIS' own COBOL To Java conversion tool boasting high reproduction (automated conversion at nearly 100%). Also working to enhance services, including PL/I applications ⇒ Java conversion</li> <li>• Supports quick and secure, steady migration of large-scale megastep class mainframe systems to open environment.</li> <li>• Resolves issues, such as shortage of engineers, high operating costs and operating continuity, related to maintenance and management of mainframe assets.</li> </ul>	le: April 2017) c 2 J Conversion Analy too Execution library

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# Portfolio Management — Seeking overall optimization of the Group

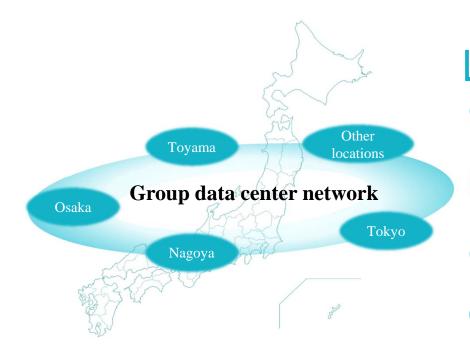
### **Progress on key strategies designed to demonstrate synergies within the Group (1)**

### Data center business

Integrate TIS' data centers with DCAN center network and realize structure that facilitates robust promotion of reciprocal services among Group companies.

Interconnection, beginning April 2017

- Collaboration between TIS' data centers and INTEC's DCAN closed-area service
- Will demonstrate synergies in solution combination style and white space capture style operations Note: DCAN: Datacenter and cloud services - Customer Adapted Network



### Effects of reciprocal connection among Group companies

- Facilitate use of all data centers under Group umbrella through One Access to meet clients' connection needs
- 2 All cen and

Allow proposals that draw cohesively on all data centers within the Group (Improved price competitiveness and value-added features, especially for business continuity plans and disaster recovery)

Seamlessly connect to upstream services of the Group and raise value of solutions provided



Reduces network costs and leads to perfect price for clients (Lower running costs)

## Portfolio Management — Seeking overall optimization of the Group

### **Progress on key strategies designed to demonstrate synergies within the Group (2)**

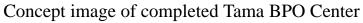
### BPO Business

Build new BPO center in Tama and centralize BPO operations in the Tokyo area at the new facility

- Group's BPO business, which was recently centralized under AGREX's control, will shift to new BPO center in Tama to better demonstrate the effect of integrated operations at a geographical hub.
- Completion is scheduled for end of December 2017. Gradual move into building set to begin in January 2018.

#### **Effects Derived Through Hub Operations**

- Further improvement in level of services (including round-the-clock response all year long and better business continuity planning capabilities)
- Facilitates flexible response to business expansion
  - Cost reduction effect (Control business costs and external cost flow)





Move scheduled to begin in January 2018

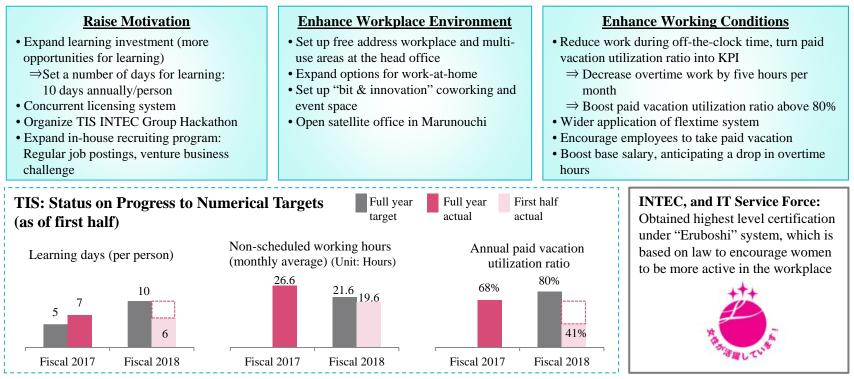


## **Portfolio Management** — Seeking overall optimization of the Group

### Changes to TIS INTEC Group's approach to work

Human resources are a driver of growth and a precious management resource. We actively promote changes in workstyles as an indispensable effort that supports sustainable growth and improved corporate value of the Group.

### Key Steps in Changing TIS Workstyle

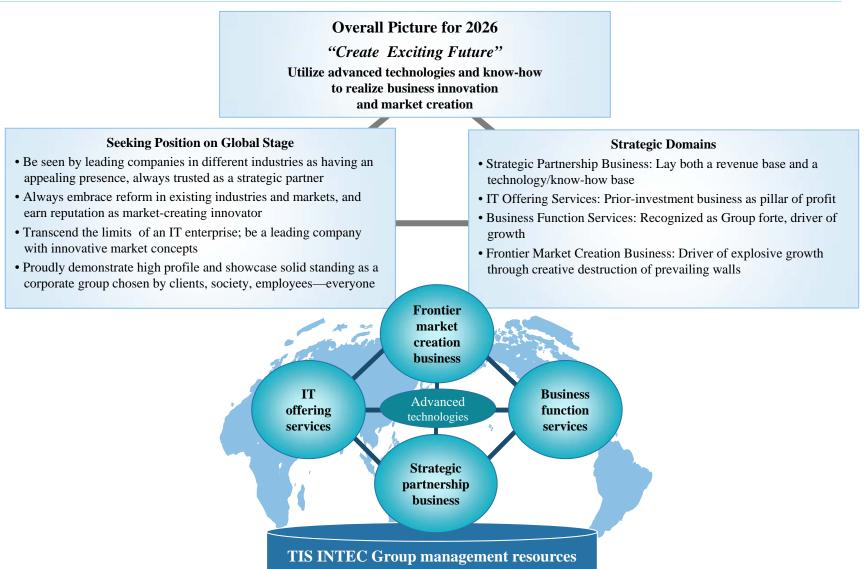


TIS, as the operating holding company, compiles precedents and best practices from each Group company and tenaciously promotes widespread implementation throughout the Group.

## **New Group Vision**



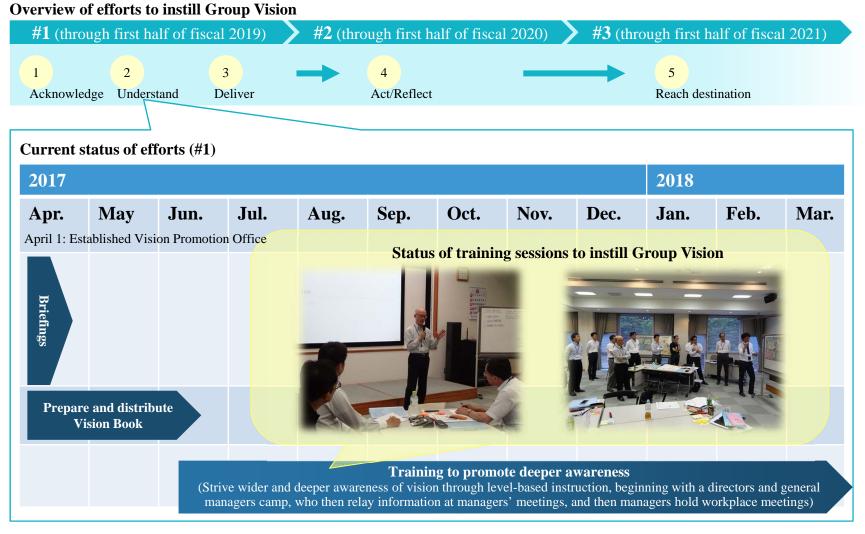
# ~ 2026 Ideal: Group Management and Key Resources ~





# New Group Vision ~ Status of Efforts to Instill Group Vision ~

To instill vision throughout the Group, we will promote various measures led by the TIS president





# **Fiscal 2018 First Two Quarters Financial Highlights**

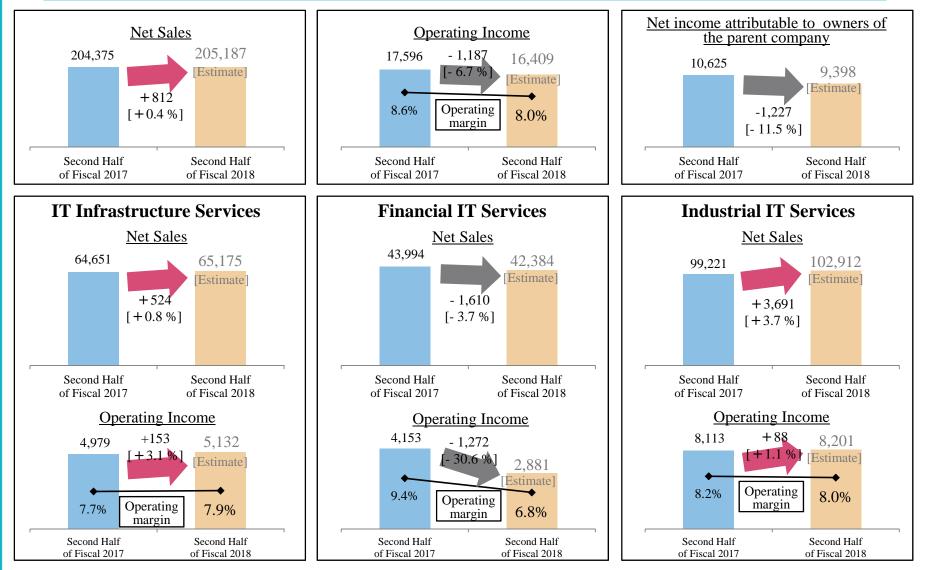
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# Fiscal 2018 Second Half: Sales and Income for Key Business Segments [Forecast]

[Millions of yen]



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\*Estimated amounts for the second half of Fiscal 2018 are calculated by subtracting the first half results from the annual estimates of Fiscal 2018. \*Segment sales include intersegment sales.





#### **Cautionary Statements**

- All statements described in these materials are based on information available to management regarding the TIS INTEC Group—that is, TIS 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.
- Amounts for each three-month quarter are calculated by subtracting data for the respective period from the cumulative total.