# Joint Explanatory Meeting on the Execution of the Basic Agreement for the Management Integration

November 10, 2009





# Background and Purpose of the Consolidation ~ Objective of Establishing ITHD

#### **Customer Trend**

- The market is in a tough condition in the short term, but we believe stable growth is possible over the medium to long term.
- Customer needs have become more sophisticated.
- The business model has changed along with trends in the information service industry, shifting from owning systems to using and operating systems.
- Some of the customers' industries are undergoing restructuring.

#### Competition

- Competitors are attempting to retain major customers through M&A.
- Competitors are sharing and standardizing technologies through M&A.
- The presence of foreign companies has become stronger.
- Strong competitors from different industries are entering the market and posing strong competition.

In order to secure a solid position as a leading company in the IT industry...

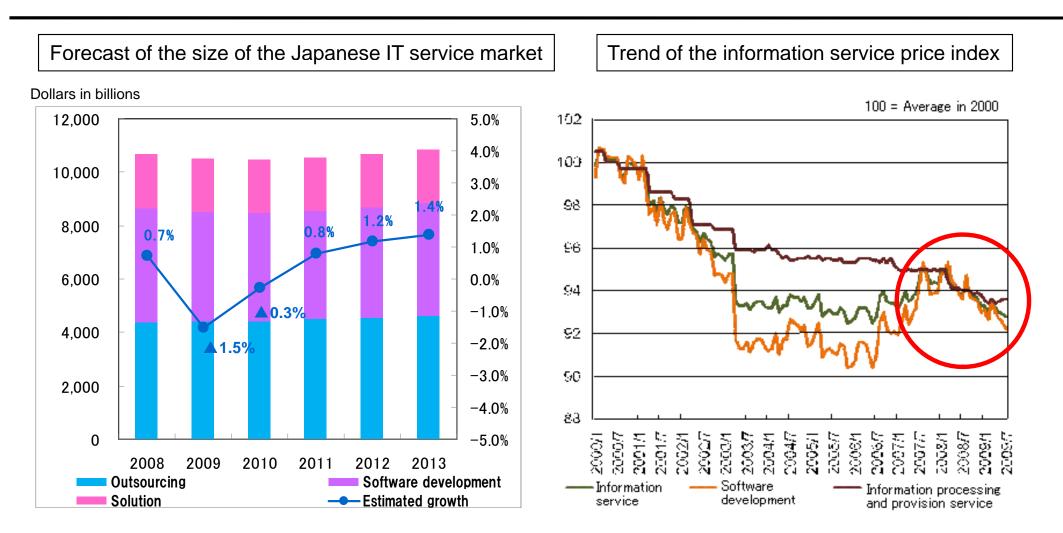
# Pursuit of benefiting from economies of scale and evolution through synergies

Prepared by ITHD (Source: Joint explanatory meeting of the basic agreement on the management integration as a result of the establishment of the joint holding company, TIS and ITHD)

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# **Recognition of Business Environments**

- 1. While the market is unlikely to show significant growth, customers' demands are shifting to effective use and operation of systems such as outsourcing and XaaS.
- 2. IT service price is showing a declining trend over the long term.
  - •In the short term, the decline in price is expected to be accelerated due to the overall decline in IT investment under the depressed economy.



(Prepared by ITHD based on Gartner's "Forecast of the size of the Japanese IT service market by industry – September 2009")

(Source: ""Corporate Service Price Index" in the Bank of Japan quarterly short-term economic survey )



## Aspirations for the Management Integration

Increased corporate value through pursuit of synergies of technologies and knowhow and realization of economies of scale

#### **ITHD** Group

- A corporate group consisting of independent prime contractors
- Provision of a full range of services for major financial industries such as credit cards, banking, life and nonlife insurance industries
- Stable profit structure that is less likely to be affected by IT investment trends that are specific to particular businesses, through solid and diversified customer bases
- Accumulation of technologies and know-how such as production management technology and project risk management
- Experience and competitiveness gained through network operation in the data center business

#### Purpose of the Management Integration

Expansion of profit bases Improvement of technologies and know-how Improvement of productivity Cost reductions

#### SORUN Group

- Many years of experience and long history with trusted customers that are major and medium size corporations mainly from financial business and manufacturing business
- Sales structure that does not depend on particular customers and that uses diverse business channels and commercial materials
- Provision of flexible solutions utilizing characteristics of independent system integrators
- Experience and ample resources relating to offshore development
- Advanced technological skills gained through many years of involvement with space system related technologies

SORUN Group agrees with the management policies of ITHD and decided to participate in the ITHD Group.

# Effects of the Management Integration

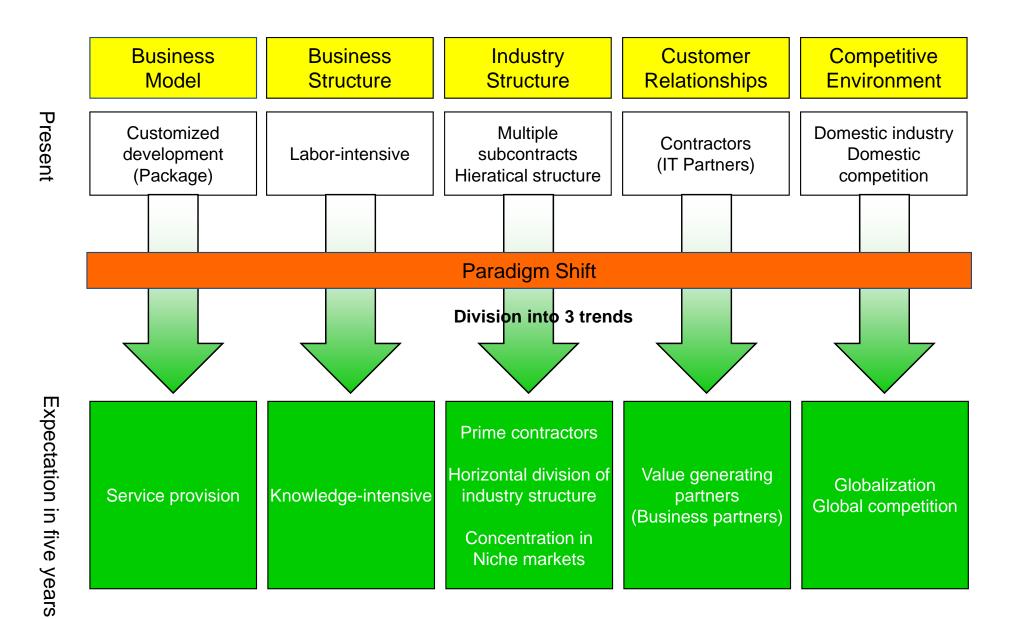
Improvement of	
Improvement of profit bases Improvement of technologies and know-how Improvement of productivity Cos	Cost reductions

Under uncertain business environments, the management integration is expected to be effective in stabilizing performance through mutual setoff effects and risk diversification.

(In the medium term) Increased corporate value through pursuit of synergies of technologies and know-how and realization of economies of scale

> Acceleration in effectuating the medium term management plan "IT Evolution 2011"

# Moving toward a Paradigm Shift



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# ITHD Group after the Management Integration (combined value)

ITH	ID Group (see Note 1)		SORUN	Group (see Note 2)
Sales	JPY 338,302 m	nillion	Sales	JPY 61,402 million
Profit	JPY 23,787 m	nillion	Profit	JPY 3,252 million
mployees	5 15,259 p	eople	Employees	4,166 people
	Combined Values (appro SORUN Group for the F			Estimated sales by industry f FY ended in March 2009 (see 11%
Sa	ales		JPY 400 billion	26% 40%
Pr	rofit		JPY 27 billion	23%
Er	mployee		19,000 people	
Y ended in Marc Consolidated pe	ch 2009 of ITHD erformance of Note 4: \$	Approximated addition of the and SORUN for the FY end Simple addition of sales by i for the FY ended in March 2	ed in March 2009 ndustry of ITHD and	<ul> <li>Financial</li> <li>Manufactur ance</li> <li>Logistics and services</li> <li>Public and</li> </ul>

ITHD Group after the Management Integration

- A leading company among independent prime contractors 1.
- A leading company in the large scale financial system development and operation business, 2. including systems for credit card, banking and life insurance industries
- 3. Stable profit structure that is less likely to be affected by IT investment trends that are specific to particular businesses through stable and diversified customer bases
- Accumulation of a variety of technologies and know-how and effective management resources 4.



#### NOTE

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