



Results for the Fiscal Year ended March 2013

May 9, 2013
Nihon Unisys, Ltd.

General Overview

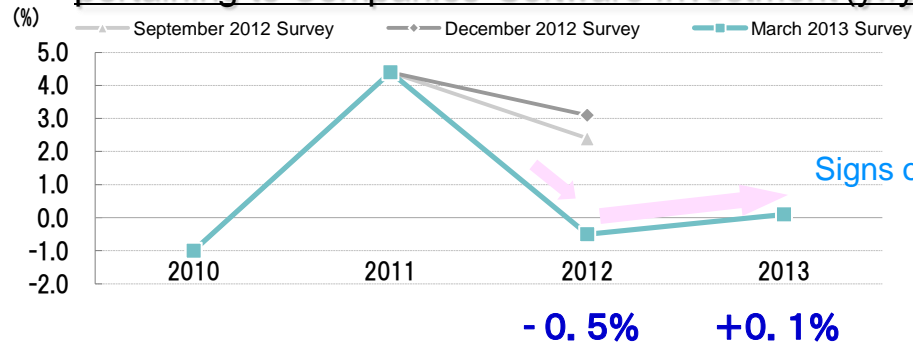
Settlement Summary

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

External Business Environment

Although the IT investments by companies have not been explicitly recognized as yet, there are heightened expectations for a future economic recovery on the basis of an improvement in business sentiment.

Annual Projections pertaining to Companies' Software Investment (yr/yr)

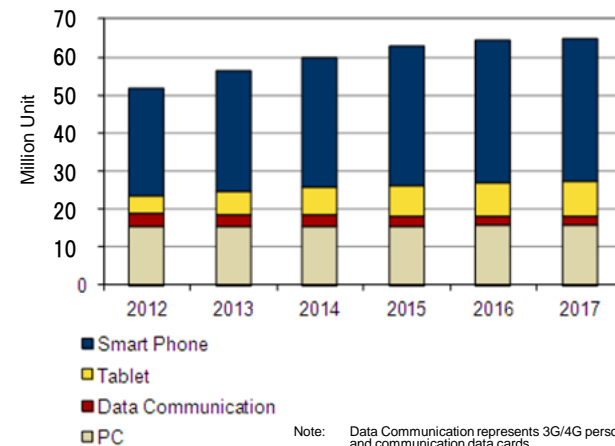
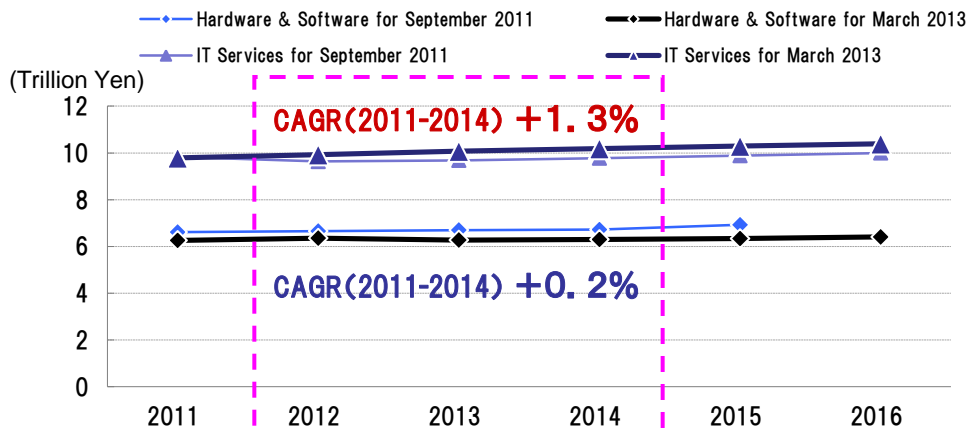


*All enterprises and all industries
(including financial institutions)

Source: Bank of Japan
Explanation of the Short-Term Economic Survey
of Enterprises in Japan (Tankan)

Forecast of Domestic IT Market

Forecast of Domestic Mobile Device Shipment Volume



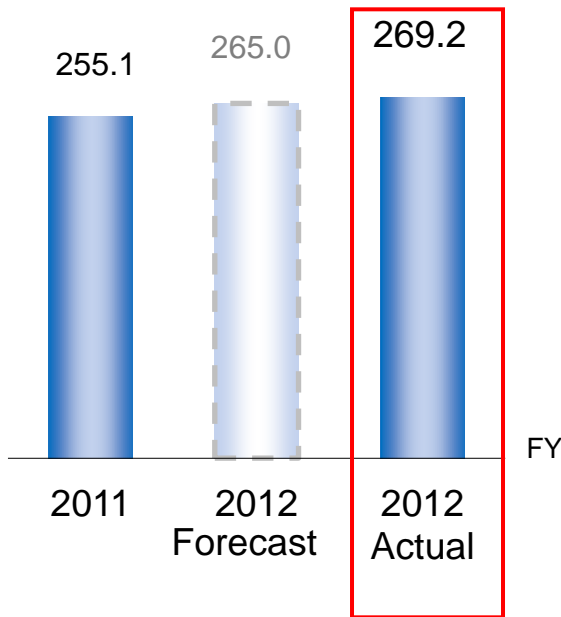
Note: Data Communication represents 3G/4G personal routers and communication data cards.
Source: IDC Japan's news release "Announcement of the Japan Quarterly Mobile Device Tracker for Q4 and full year of 2012" (March 27, 2013)

Source: "Gartner Market Databook, 3Q11," 26-Sep-2011, "Gartner Market Databook, 1Q13 Update," 25-March-2013
The graph above was prepared by Nihon Unisys, Ltd. on the basis of these Gartner data.
Hardware & Software for March 2013 represents the total of anticipated market size of devices, datacenter systems, and software.
Hardware & Software for September 2011 represents the total of actual market size of computing hardware, software and telecom equipment.
CAGR has been calculated for the period from 2011 through 2014 on the basis of Gartner data of March 2013.
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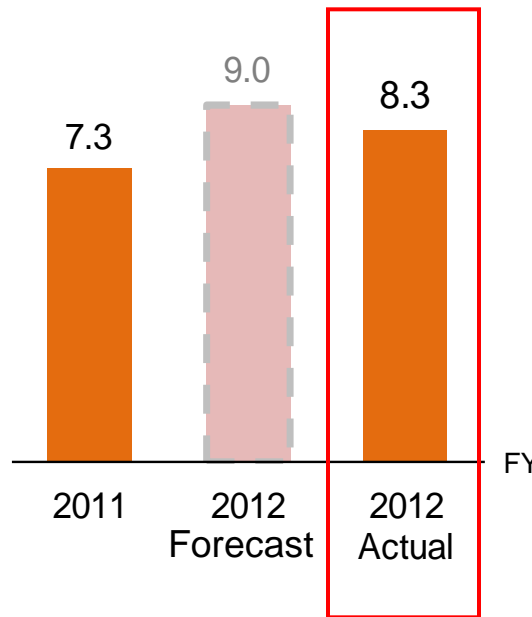
Management Summary of FY2012

- ✓ Net sales have surpassed both that of previous fiscal year and the forecast.
- ✓ Operating income has been slightly lower than forecasted, despite an increase on a year-over-year basis.
- ✓ Net income has increased more than both the bottom line of the previous fiscal year and the forecast.

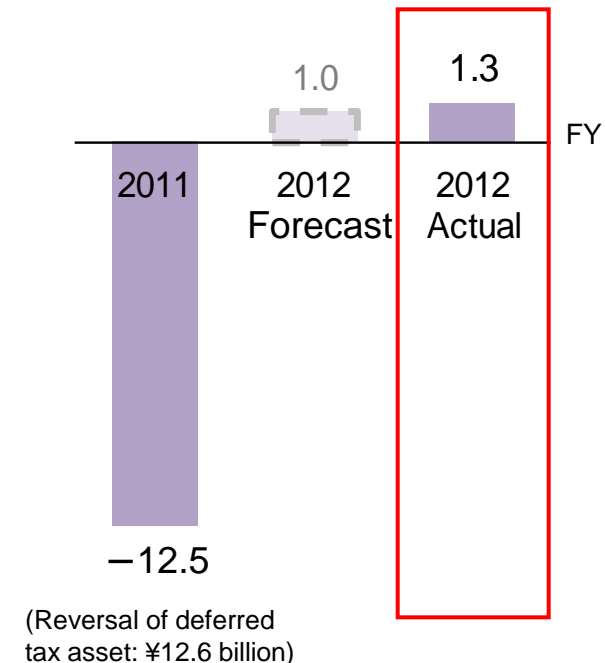
Net Sales (Billion Yen)



Operating Margin (Billion Yen)



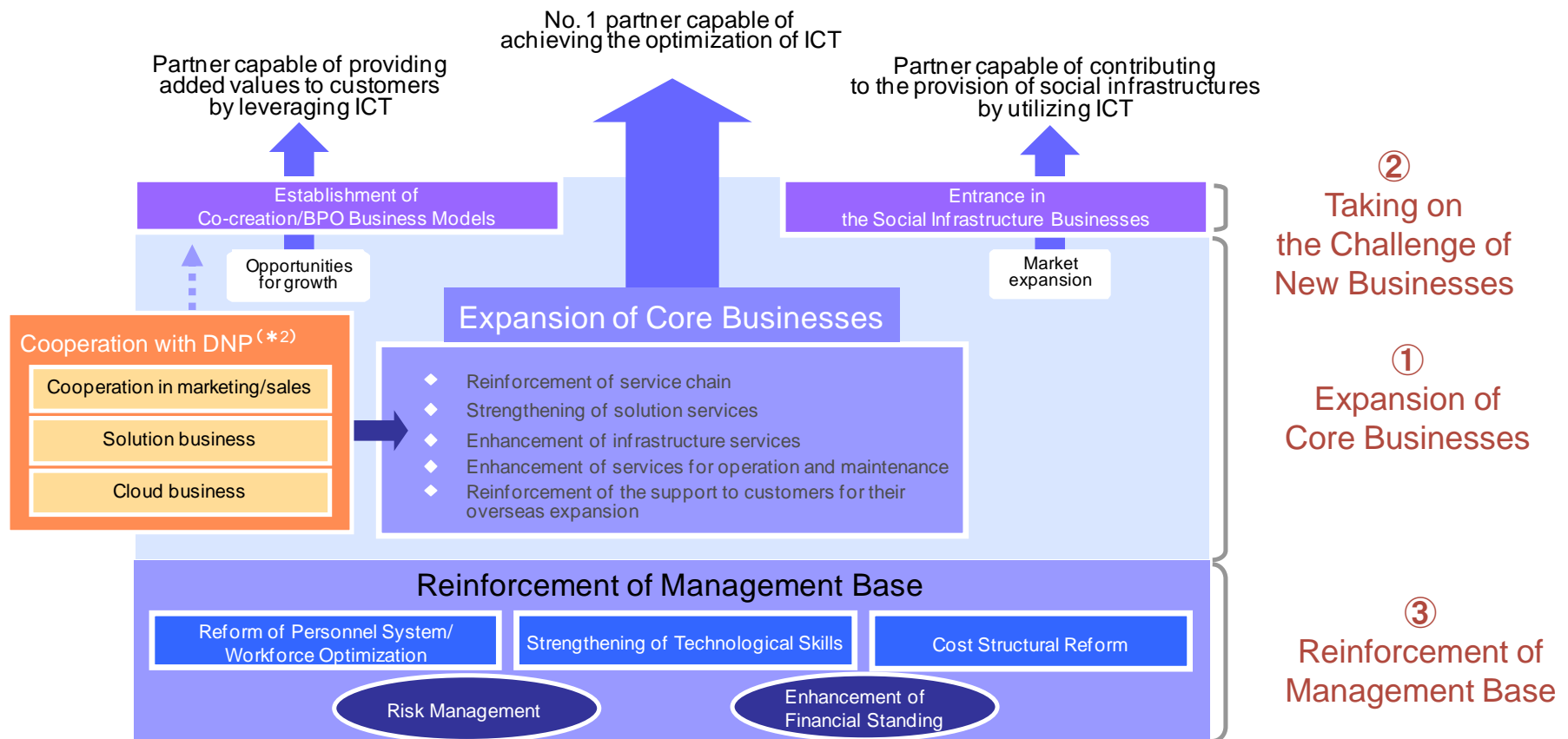
Net Income (Billion Yen)



(Note) The forecasts above was made on February 1 when the Q3 results were announced.

The Mid-term Management Plan (2012→2014)

- ✓ Strengthening of income base on the basis of enhancement of core businesses (*1)
- ✓ Future business increase by taking on the new opportunities
- ✓ Enhancement of management base toward a sustainable growth



(*2) Dai Nippon Printing Co., Ltd.
(Refer to P.19)

(*1) The existing business domains such as system & network integration, and operation and maintenance/support services

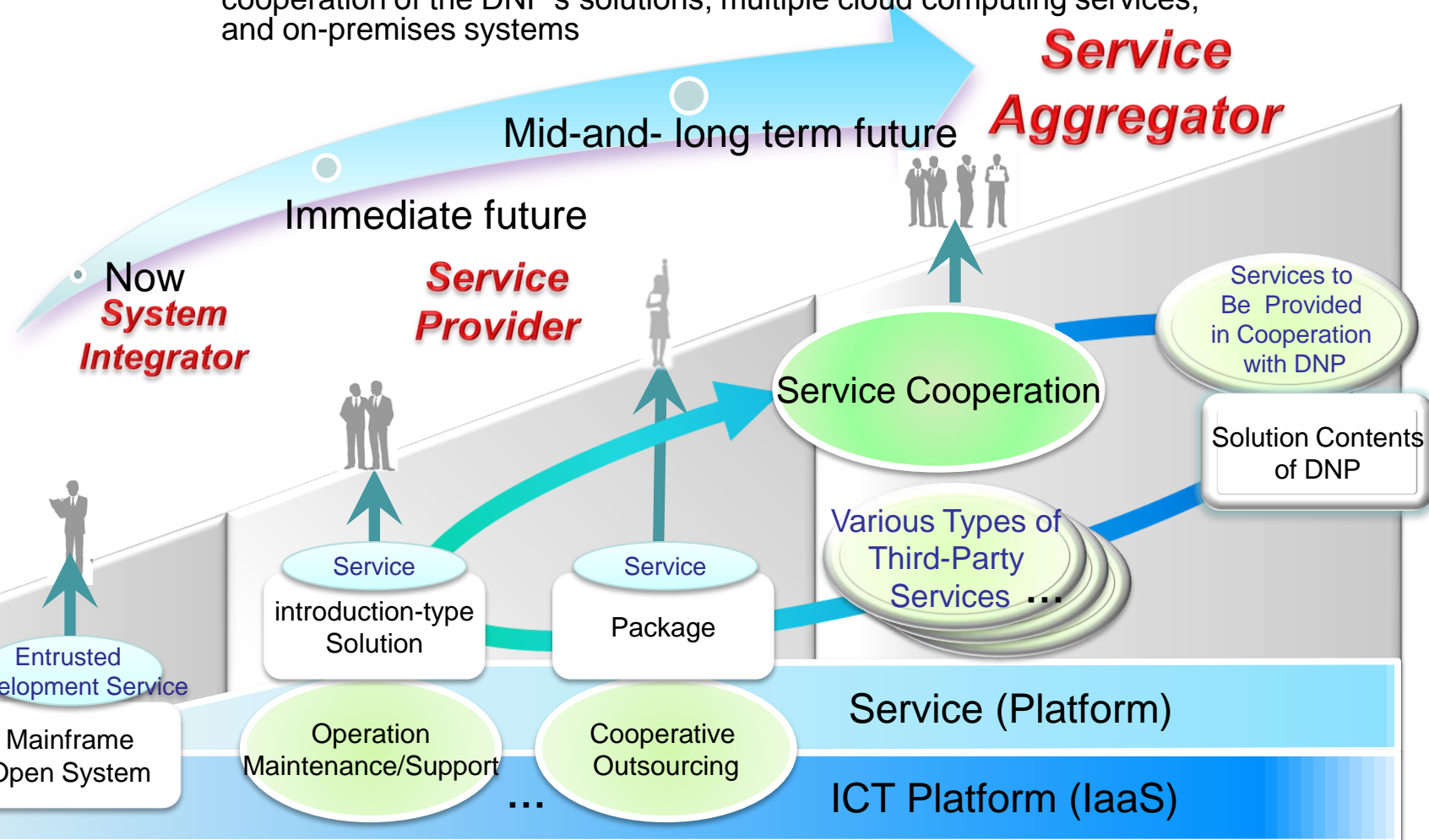
Future Ideal States toward Mid-and-Long Term Growth

(Evolution of Growth Driver)

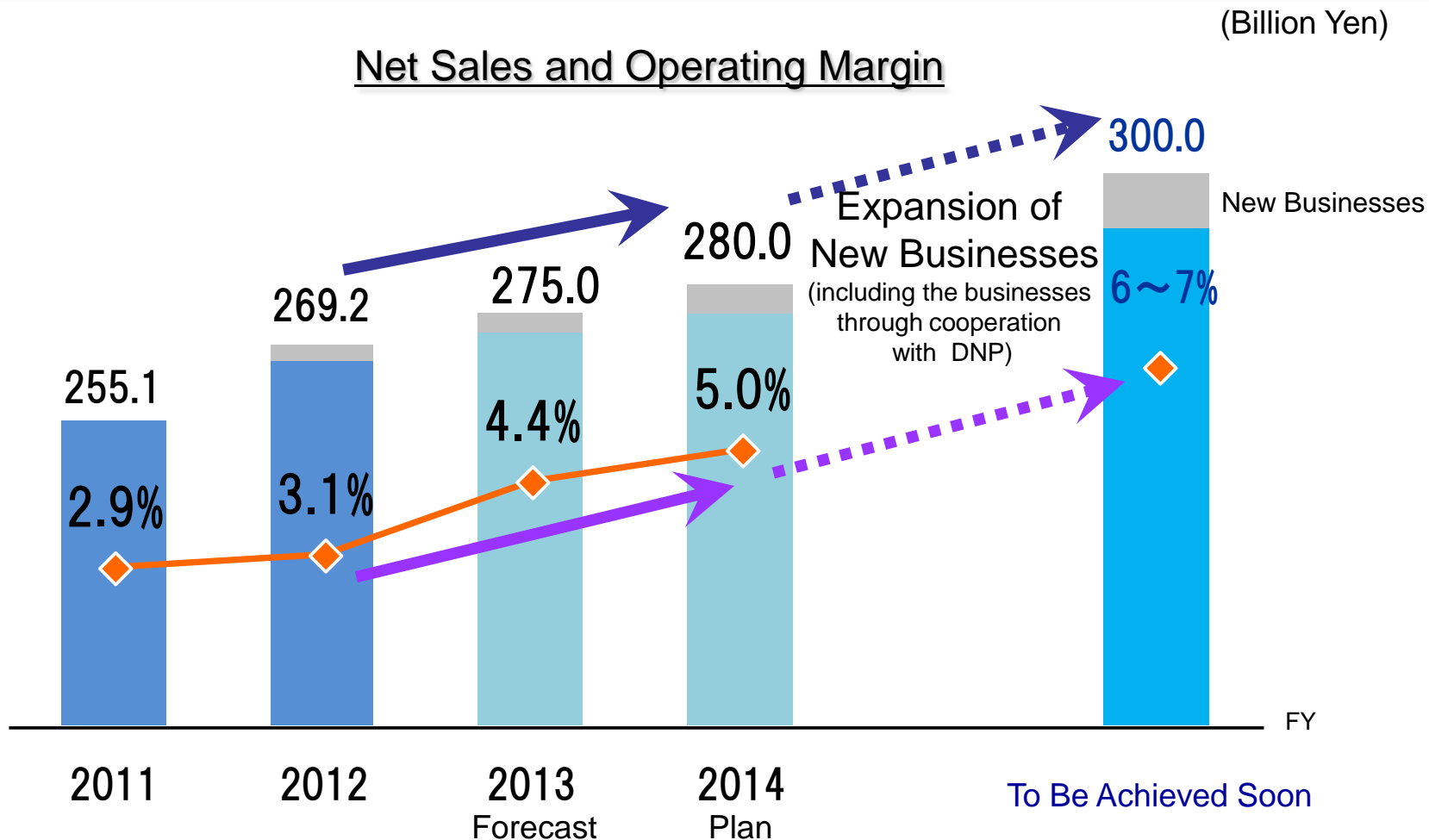
Progress from an SI-oriented business to a “Service Provider”, even a “Service Aggregator”

Service Provider: provides services relating to various types of solutions through the use of a Cooperative Outsourcing

Service Aggregator: provides high-value-added services through the integration and cooperation of the DNP’s solutions, multiple cloud computing services, and on-premises systems



Returning to a path of sustainable growth,
based on accelerated efforts in strengthening profitability of new businesses
in addition to enhanced core businesses



Dividends

To aim for a stable and continuous distribution of profits with an eye on a target payout ratio of 20% on a consolidated basis



(Note) The dividends for FY2012 and FY2013 shown above are planned values.

General Overview

Settlement Summary

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

Consolidated Performance for FY March 2013

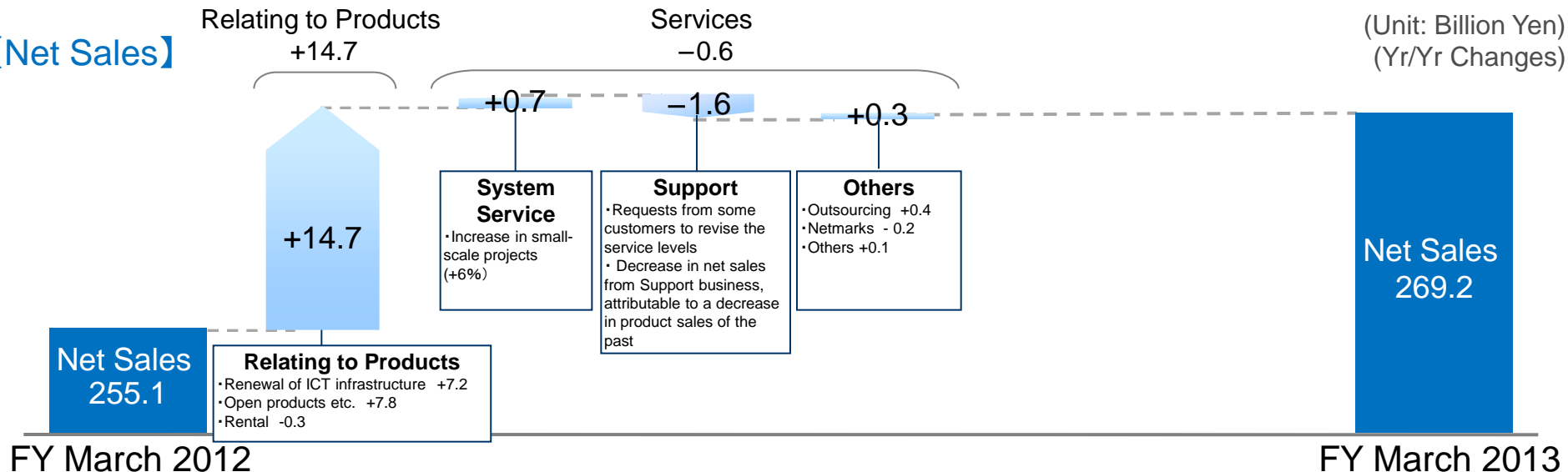
	FY March 2013		Yr/Yr Change	
	Amount	vs Net Sales	Amount	%
Net Sales	269.2	-	+14.0	+5.5%
Operating Income	8.3	3.1%	+1.0	+13.7%
Ordinary Income	8.3	3.1%	+1.2	+17.2%
Net Income	1.3	0.5%	※ +13.7	Turn – around
Orders	259.6	-	- 8.3	- 3.1%
Order Backlogs	188.8	-	- 9.6	- 4.8%

Key Factors for the Changes
<p>■ Net Sales : increases, ascribable to multiple large-scale projects of renewing infrastructures</p>
<p>■ Operating Income : increases, attributable to the contributions made by projects to renew infrastructure and cost reduction efforts, despite registering a provision for service businesses</p>
<p>■ Net Income : stands on a low level, ascribable to allocating to extraordinary loss (¥ 5.7 billion) the losses on valuation of investment securities, among others</p>
<p>■ Orders/Order Backlogs : both decrease, mainly owing to having registered large-scale long-term outsourcing projects in the previous term</p>

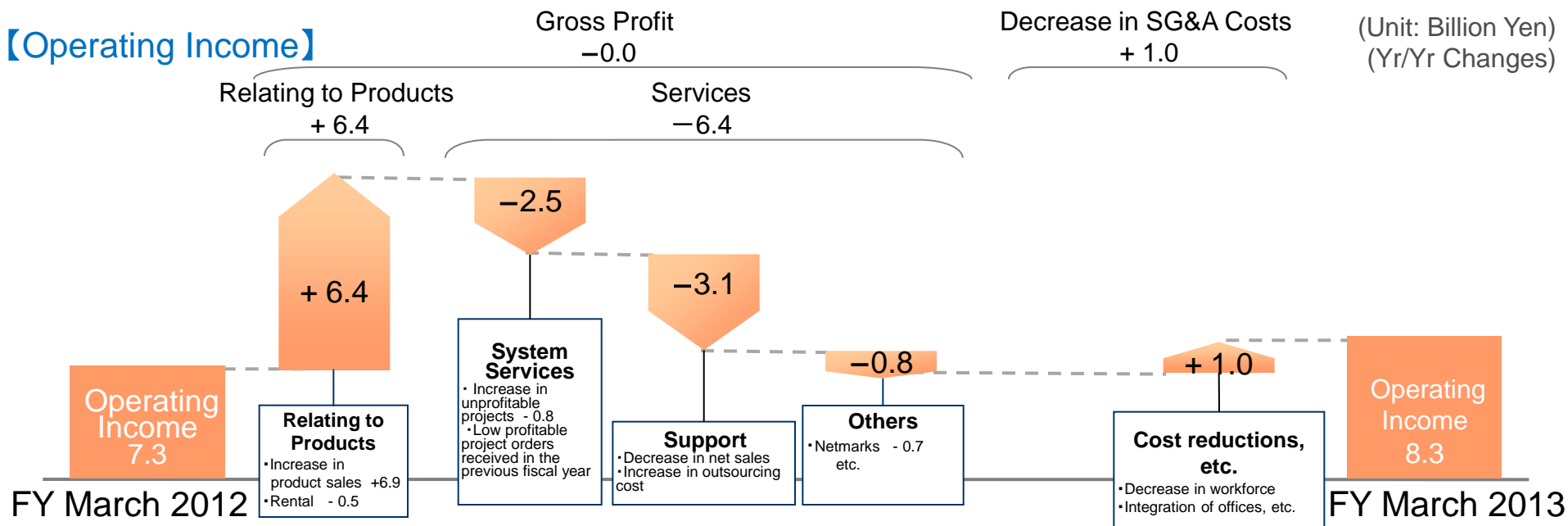
※A ¥12.6 billion deferred tax asset was reversed in FY March 2012.

Varying Factors of Net Sales and Operating Income for FY March 2013

【Net Sales】



【Operating Income】



Performance Forecast for FY March 2014

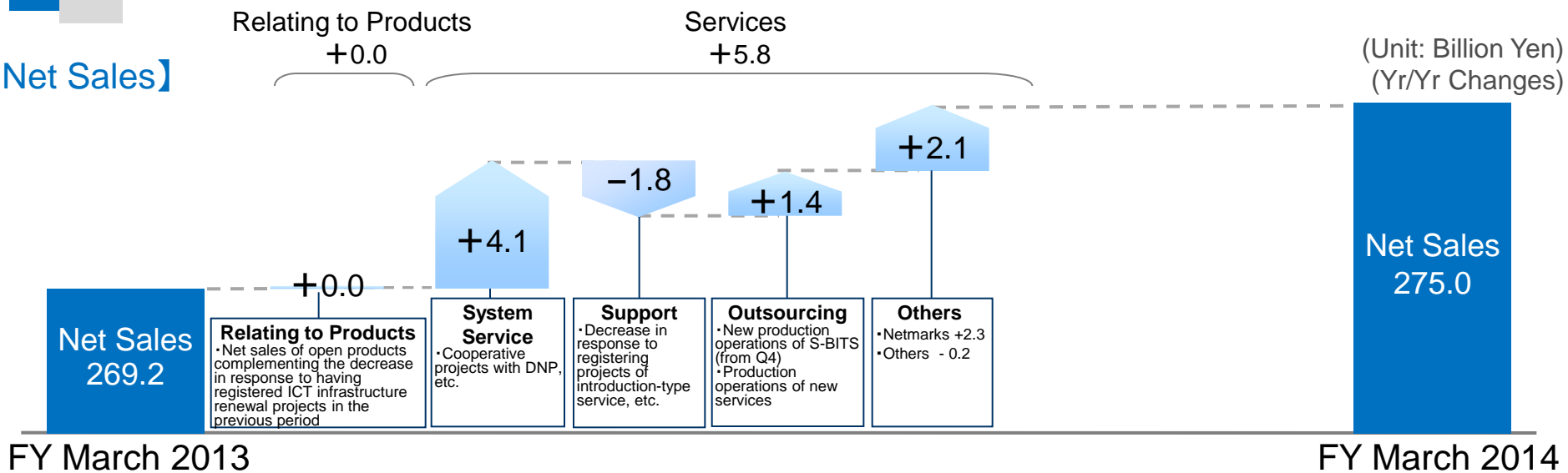
(Billion Yen)

	FY March 2014 Forecast		FY March 2013 Actual		Changes	
	Amount	vs Net Sales	Amount	vs Net Sales	Amount	%
Net Sales	275.0	-	269.2	-	+5.8	+2.2%
Services	192.4	70.0%	186.6	69.3%	+5.8	+3.1%
Software	30.5	11.1%	30.8	11.4%	-0.3	-0.9%
Hardware	52.1	18.9%	51.8	19.3%	+0.3	+0.5%
Operating Income	12.0	4.4%	8.3	3.1%	+3.7	+44.4%
Ordinary Income	11.3	4.1%	8.3	3.1%	+3.0	+35.9%
Net Income	7.0	2.5%	1.3	0.5%	+5.7	+459.6%

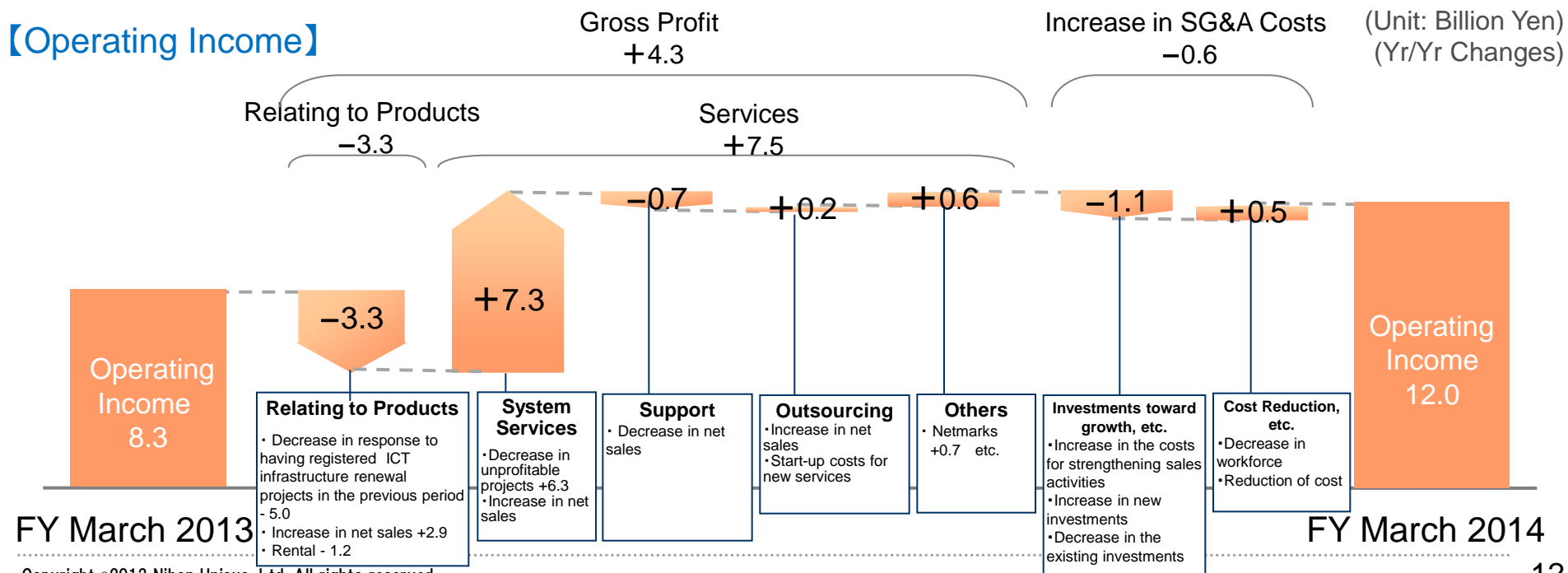
	FY March 2014 1H Forecast			FY March 2014 2H Forecast		
	Amount	Yr/Yr Change		Amount	Yr/Yr Change	
Net Sales	120.0	-4.6	-3.7%	155.0	+10.4	+7.2%
Operating Income	2.5	-1.8	-41.3%	9.5	+5.4	+134.4%
Ordinary Income	2.3	-2.1	-47.4%	9.0	+5.1	+128.4%
Net Income	1.4	+3.9	-	5.6	+1.8	+48.0%

Varying Factors of Net Sales and Operating Income for FY March 2014

【Net Sales】



【Operating Income】



Actual and Forecast Cash Flows / Balance Sheet

(Billion Yen)

	FY March 2013 Full-Year Actual		FY March 2014 Full-Year Forecast	
	Amount	Yr/Yr Change	Amount	Yr/Yr Change
Net Cash Provided by Operating Activities	18.4	+5.0	18.0	- 0.4
Net Cash Provided by Investing Activities	- 11.4	- 0.8	- 10.0	+1.4
Free Cash Flows	7.0	+4.2	8.0	+1.0
	End of FY March 2013 Actual		End of FY March 2014 Forecast	
	Amount	Yr/Yr Change	Amount	Yr/Yr Change
Total Asset	197.8	+7.7		
Liabilities	129.9	+3.0		
Net Asset	67.9	+4.7		
Net Interest-bearing Debt	40.9	- 6.0	34.4	- 6.4
Shareholders' Equity Ratio	33.6%	+1.0pt	34.6%	+1.0pt
Net Debt/Equity Ratio	0.61times	Improvement of 0.14pt	0.50 times	Improvement of 0.12pt

Net Debt / Net Cash Provided by Operating Activities :

FY March 2013 2.2 times FY March 2012 3.5 times (A 1.3pt period-over-period improvement)

Net Interest-bearing Debts = Interest-bearing Debts – Cash and Deposits

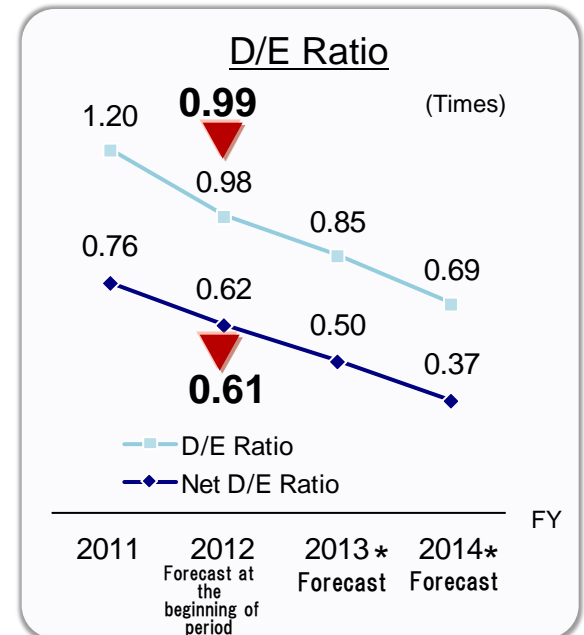
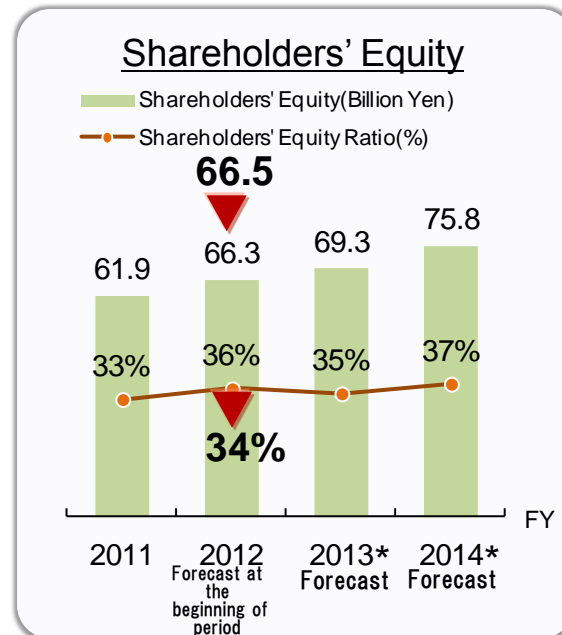
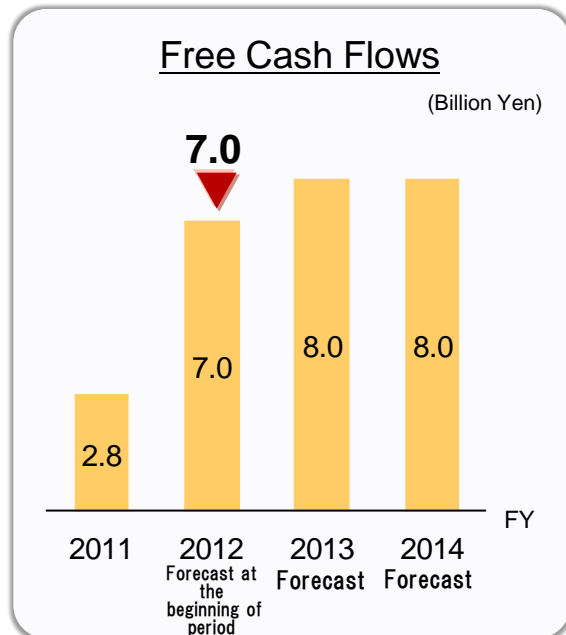
Progress toward Enhancement of Financial Strength

A smooth progress has been made toward the improvement of cash flows and D/E ratio. The challenge is to strengthen the shareholders' equity.

Improvement of cash flows and financial strength

- To enable appropriate and sufficient shareholders' equity through an increase in earnings on the basis of an ensured achievement of earnings target
- To generate free cash flow stably through investments within the appropriate range (the range of depreciation/amortization)
- To endeavor to improve D/E ratio through efforts to enable an appropriate shareholders' equity and reduce interest-bearing debts to an appropriate level

Actual record of FY2012



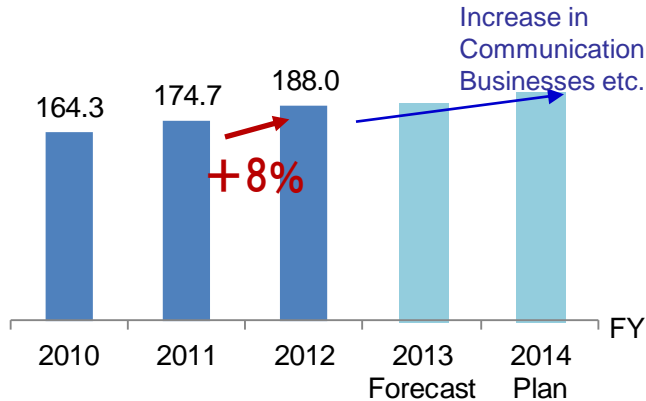
General Overview

Settlement Summary

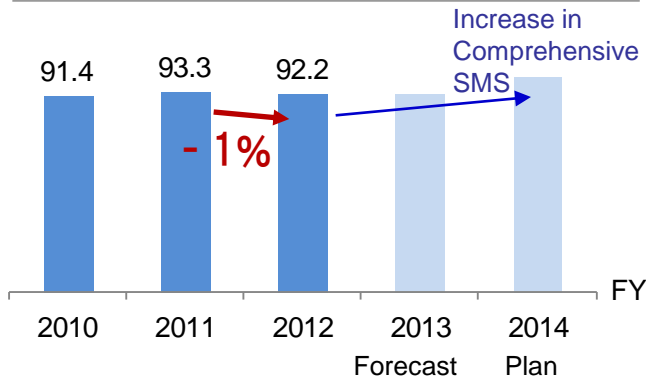
Progress of Mid-term Management Plan (2012→2014)

Steady growth of net sales on the basis of the increases in ICT Infrastructure businesses

Net Sales relating to ICT Infrastructure
(Billion Yen)



Net Sales of Operation and Maintenance
(Billion Yen)



■ Enhancement of ICT Infrastructure Services

- Smooth increase in the net sales from the businesses of ICT infrastructure renewal and those for communication carriers
An 8% increase compared with FY2011※
- Driving our communication businesses

■ Enhancement of services for operation and maintenance

- Increase ascribable to an increase in the net sales from our outsourcing business

[Issue] Our support services are on the road to recovery.
⇒ Strengthening our arrangements for comprehensive system management services (SMS)

■ Enhancement of solution services

- Steady deployment of CoreCenter®, and other introduction-type solutions
(7 orders were received. 3 solutions have been in operation)

[Issues] Expansion of product line-up and strengthening of the skills of implementation

■ Reinforcement of the support to customers for their overseas expansion

- Steady increase in projects that relate to the support for their overseas presence of customers
- Strengthening of the relationship among group companies and also increase in the number of local residents, mainly in the south-eastern Asia

Toward Further Strengthening of ICT Infrastructure Technical Capabilities and Marketing

Smooth operation of individual new businesses

■ Establishment of Co-Creation/BPO Business Models

Smooth operation of individual businesses

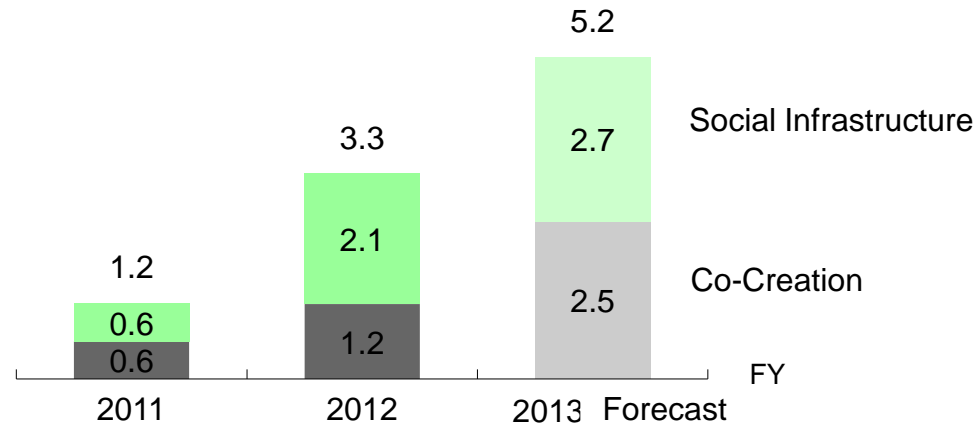
- Net sales of Gift Card business have beaten the plan. (16 items of 5 types → 72 items of 16 types)
- New entrance in Digital Contents Service business in cooperation with DNP
- Optimization of the process for planning Co-Creation businesses

■ Entrance in the Social Infrastructure Businesses

Steady deployment of smart city solutions

- Start of the production operation of regional medical network in Sado city of Niigata prefecture.
- Launch of “smart oasis®”, a battery charging infrastructure service on Shin-Tomei Expressway and Chuo Expressway (60% share of the market of fast charging systems)
- An acceleration of the efforts to expand the energy management business is urgently required

Net Sales of New Businesses (Billion Yen)



Progress toward the Achievement of the Plan (3) : Reinforcement of Management Base

The personnel system reform and cost structural reform have been implemented as planned.
Risk management has been strengthened

■ Personnel System Reform, Workforce Optimization

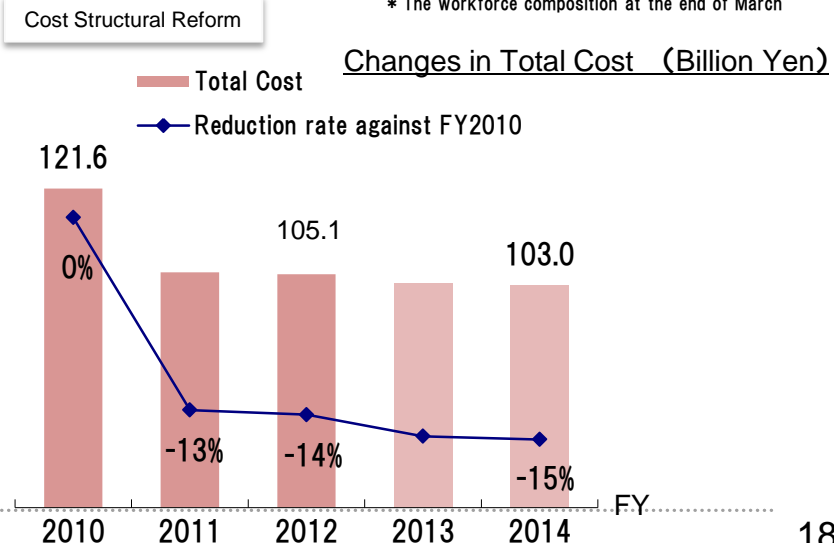
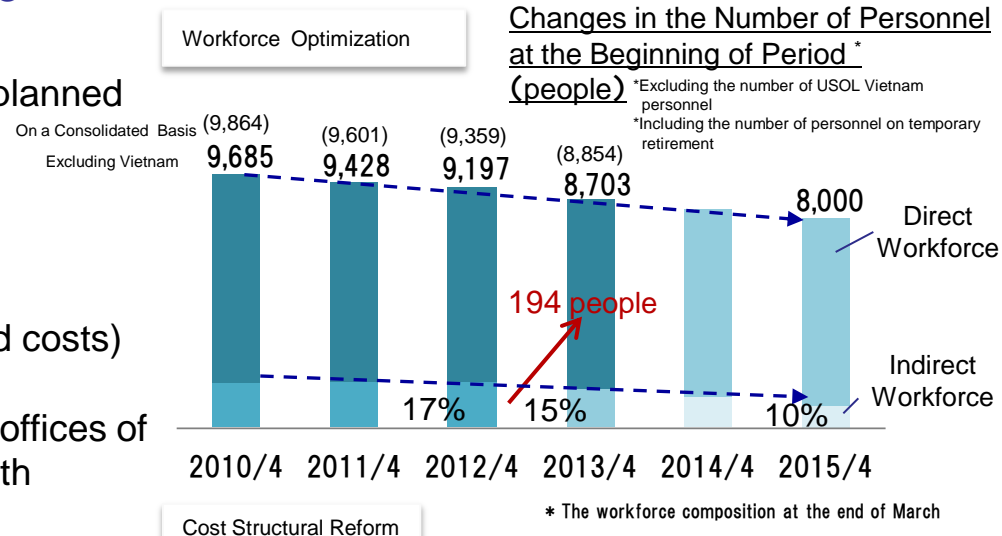
- Implementation of a new personnel system as planned
- Training of and changing indirect workforce to operation workforce (194 people)

■ Cost Structural Reform

- Steady progress of efforts to reduce costs (fixed costs) (-14% compared with FY2010)
- Further efforts to eliminate and consolidate the offices of group companies (-2.6 billion yen compared with FY2010)

■ Strengthening of Risk Management

- Implementation of stricter risk management measures:
 - staving off unprofitable projects
 - Business Score Sheet,
 - Establishment of Business Review Committee
 - ⇒ No unprofitable projects have taken place since the implementation of measures.
- Recognizing again risk management items, and adding management items (117 items → 131 items)



Approaches of FY2013 toward the Growth (1): Cooperation with DNP

Business alliance with Dai Nippon Printing Co., Ltd. in August 2012
 Approaches have been promoted in order to strengthen the business bases that will expand new markets through the cooperation of both companies.

Areas of Approach

- ① Service Business Platforms ② Marketing and Sales Cooperation ③ Platforms ④ Global Business

Aims

DNP

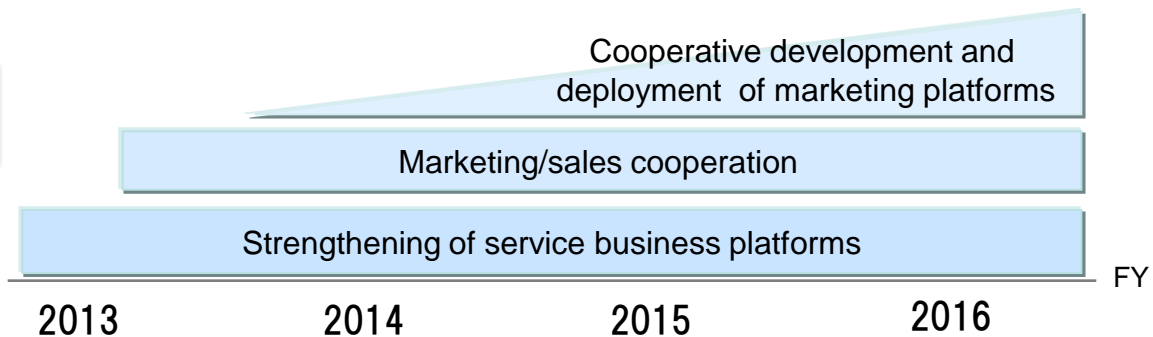
- Capabilities of creating businesses centering on printing technologies
- Unique "P&I Solutions"
- Capabilities of discovering customers, Capabilities of planning and production

Nihon Unisys Group

- The nation's leading system vendor
- Well-known company that drove the creation of a cloud market
- Endeavors to create markets

Creation of new businesses and new services through the cooperation between the companies of different industries

Contents of Cooperation



Toward a Service Aggregator

<Evolution toward a “Service Provider”>

- Improvement of capabilities relating to the ICT infrastructures and skills of individual engineers

Grouping engineers capable of operating ICT infrastructures who used to be dispersed among the group companies

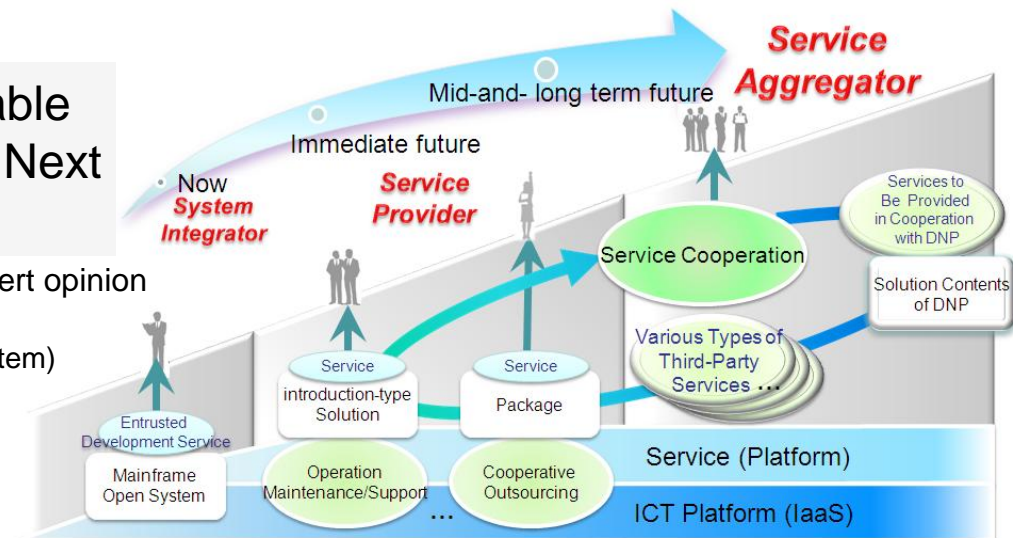
- Acceleration and quality improvement of service businesses attributable to a single source of management
- Maintenance of common platform, standardization of operation and maintenance/support, and training of engineers (capacity building as multi-skilled engineers)
- Cooperation with DNP (service business platforms)

■ Strengthening of marketing

- Creation of new department, Business Innovation Office
 - Selection of target business areas where we can enjoy our competitiveness (big data, communication business)
 - Strengthening of product appeal through the alliances
- Cooperation with DNP (marketing and sales)

< Creation of the Foundations that Enable a “Service Aggregator” as Driver for Next Growth Engines>

- Strengthening of the capabilities of giving an expert opinion
- Optimization of task force (training of personnel, improvement of personnel system)
- Cooperation with DNP (marketing platforms)



【Nihon Unisys Group Corporate Philosophy】

(April, 2013)

Our Mission

Work with all people to contribute to creating a society that is friendly to people and the environment

Our Vision

Be a group that strives to be sensitive to the expectations and needs of society and that thinks through how ICT can contribute to meet them

Our Values

1. Pursuit of High Quality and High Technology
Always have the latest knowledge that is useful for society while improving our skills
2. Respect for Individuals and Importance of Teamwork
Identify each other's good points, encourage each other to improve those good points and harness the strength of each person
3. Attractive Company for Society, Customers, Shareholders and Employees
Listen sincerely to our stakeholders to improve our corporate value

U & U

Users & Unisys

(Note)

Forecasts in this document rely on judgments and assumptions based on information available at present, and are subject to changes in risks, uncertainties, economy and other factors that could cause actual results to be different from expectations. 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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