

# Results for the Fiscal Year Ended March 2020

May 18, 2020  
Nihon Unisys, Ltd.

(Note) The expression 'FY/Fiscal Year' utilized in this document indicates a fiscal year which finishes at the end of March of the following year.  
Example: The expression of FY2020 refers to the fiscal year ending March 2021.

Foresight in sight

## 1 Summary of the Results for FYMar2020

## 2 Efforts made to deal with Novel coronavirus disease (COVID-19)

## 3 Efforts in accordance with the Mid-term Management Plan

We would like to offer our deepest condolences and sympathies to those infected by the novel coronavirus (COVID-19) and those suffering cramped living conditions due to the coronavirus's spread.

We also would like to extend our sincere gratitude to all in essential services such as medical workers who implement therapeutic measures as well as prevent a further spread of infection.

The Company Group gives top priority to ensuring safety for the stakeholders such as the employees and their families, customers and business partners of the Group and subcontractors. The Group has been making utmost efforts to prevent the spread in society, and minimize impacts on our business.

Accordingly, the Group has taken measures such as telework in order to prevent a further spread of coronavirus pursuant to the policies of the government and local autonomous bodies. It took us a long time to perform settlement and audit, and thus we postponed the announcement of our performance results till today.

We are prepared to make continuous efforts to enable timely disclosure of our information for our shareholders and investors in the future.

- ✓ An increase in DX projects and further profitable core businesses drove income and profit as well as sales. (Unit : Billion Yen)
- ✓ Income and profit exceeded the forecast attributable to more productive service businesses.

	Full Year (Apr-Mar)		Changes	
	FYMar2020	FYMar2019		
Net Sales	311.6	299.0	+12.5	+4.2%
Gross Profit	79.8	73.2	+6.6	+9.1
SG&A Costs	-53.7	-52.5	+1.1	+2.1%
Operating Income	26.1	20.6	+5.5	+26.8%
(Operating Margin)	(8.4%)	(6.9%)	(+1.5pt)	
Profit attributable to Owners of Parent	18.2	14.2	+3.9	+27.7%
Orders	315.6	304.9	+10.8	+3.5%
Order Backlogs	230.6	226.6	+4.1	+1.8%

### <Key Points>

#### ■ Net sales

A steady increase in small- and medium-sized outsourcing services projects as well as a continued strength of DX-related projects pushed up net sales.

#### ■ Operating income

Effective measures to enable further productive service businesses as well as the strong sales significantly boosted gross profit. An increase in SG&A costs such as R&D costs was outweighed. As a result, operating income reached a level to beat the full-year forecast.

#### ■ Orders and order backlogs

A new order for large-scale and long-term outsourcing services project awarded in Q4 increased orders and order backlogs.

■ Changes in the Full-Year Results (Unit : Billion Yen)



First of all, I would like to summarize the performance of the fiscal year ended in March 2020.

Net sales slightly slid the forecast that was revised upward on the occasion of our Q3 performance announcement. Eventually, however, net sales increased by ¥12.5 billion compared with the previous fiscal year, owing to continued strength of digital transformation projects and a steady aggregation of small- and medium-sized outsourcing services projects.

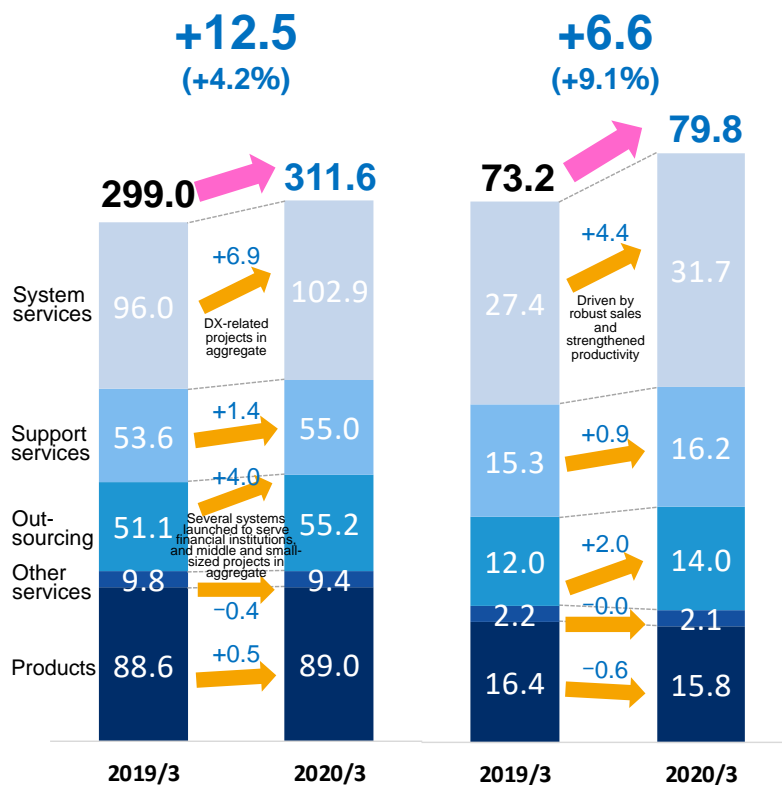
Gross profit increased due to the increase in net sales and a gross margin improved by an improved productivity in the services businesses area. The strong gross profit outweighed an increase in SG&A costs such as R&D costs. As a result, operating income was ¥26.1 billion, an increase of ¥5.5 billion compared with the previous fiscal year. As a result, an 8.4% operating margin was enabled. We could achieve our target of 'operating margin 8.0% or more' a year ahead of the schedule announced in our mid-term business plan scheduled to finish in the fiscal year ending March 2021. Profit attributable to owners of parent was ¥18.2 billion, an increase of ¥3.9 billion compared with the fiscal year ended March 2019.

Orders increased by ¥10.8 billion compared with the previous period, due to posting a long-term large-scale outsourcing project in the fourth quarter. Order backlogs increased by ¥4.1 billion from the end of the previous fiscal year, attributable to the same reason.

(Unit: Billion Yen)

## Net Sales

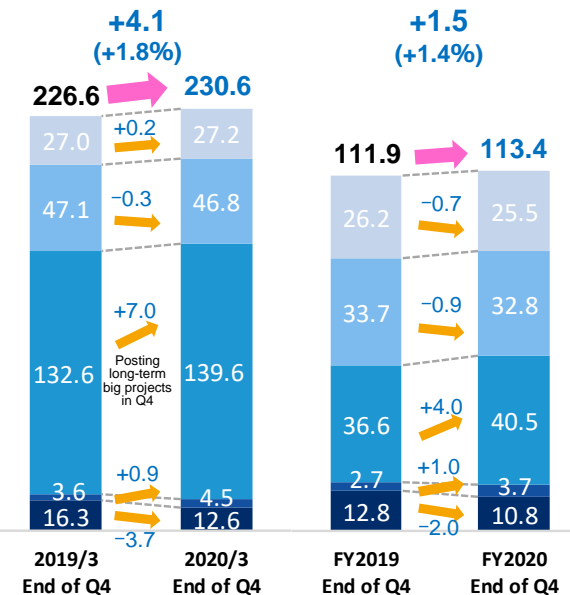
## Gross Profit



## 【Reference】

### Order Backlogs (Total)

### Order Backlogs (to be posted as net sales within the FY)



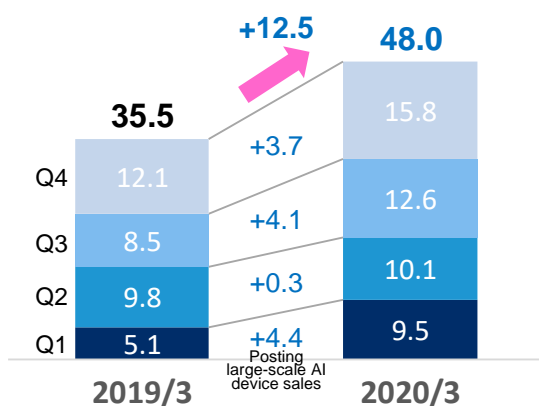
Next, let me explain the situations by segment.

Net sales and gross profit increased in System Services, due to strong demands for DX-related projects. Furthermore, gross margin was steadily improved as a result of our continued efforts to advance system development methods and measures to improve productivity in cooperation with business partners.

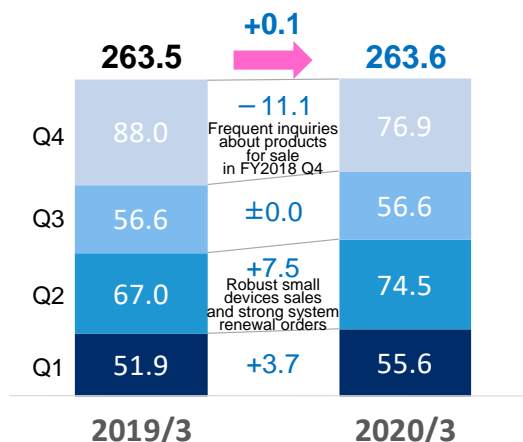
We saw an increase in the net sales and gross profit of Support Services on the basis of maintenance services in aggregate entailed from strong Product Sales. Similarly, we saw an increase in small- and medium-sized projects of IT outsourcing services, and we launched outsourcing projects for several financial institutions in Q4. As a result, Outsourcing net sales and gross profit were driven up.

Products Sales continued strong through Q3 due to robust demands for network-related devices as well as small devices such as PCs and tablets. Eventually, however, Product Sales only had a slight increase in Q4, in contrast to the same period of the previous fiscal year when we posted a large-scale AI hardware product sales.

## Focal Areas Net Sales



## ICT Core Areas Net Sales



- Strong orders for DX-related projects mainly for customer interaction.
- Increase in the transaction volume of QR code/bar code settlement services.
- Steady expansion of businesses such as energy management business.

- Continued strong businesses mainly about system renewal.
- System operation services remaining firm in addition to outsourcing services for financial institutions.

Let me describe the business situations of focal areas indicated in the mid-term management plan.

Net sales of the focal areas were ¥48.0 billion, up by ¥12.5 billion compared with the previous fiscal year. We achieved a net sales forecast that was revised upward as we announced our Q3 performance results. The net sales were driven by a steady accumulation of digital transformation projects.

We saw a steady net sales increase in QR code/bar code settlement business in the section of fee-for-service businesses. Japanese QR code/bar code settlement services riding the wave of migrations to a cashless economy outweighed a drastic decrease in Chinese counterparts that came under pressure from shrinking inbound tourism. However, free movement of people was restricted in an attempt to stem the spread of coronavirus. In this environment, we have seen a decrease in the use of car sharing services. Also, we have limited our efforts to tap into potential needs for new services that we have launched. Eventually, the business sector's net sales remained at the same level as Q4 of fiscal year ended March 2019.

The value card business service volume was on a downward trend through Q3. However, it is noteworthy to mention that the volume remained almost unchanged in the three-month Q4 period from the same quarter of the previous fiscal year.

- ✓ We keep the FY March 2021 forecast at the mid-term management plan targets.
- ✓ We aim to transform our earnings structure by shifting towards a service-delivery business model through which we enable services capable of contributing to solving social issues.

(Unit : Billion Yen)

	FYMar2020 Full-Year Actual			FYMar2021 Full-Year Forecast			FYMar2021 Targets stipulated in the mid-term management plan
	Amount	Yr/Yr Changes		Amount	Yr/Yr Change		Amount
Net Sales	311.6	+12.5	+4.2%	320.0	+8.4	+2.7%	320.0
Operating Income	26.1	+5.5	+26.8%	26.0	-0.1	-0.5%	
(Operating Margin)	(8.4%)		(+1.5pt)	(8.1%)		(-0.3pt)	8.0% or more
Profit attributable to Owners of Parent	18.2	+3.9	+27.7%	17.0	-1.2	-6.1%	

(Note) See the supplementary material for the full-year forecast breakdown.

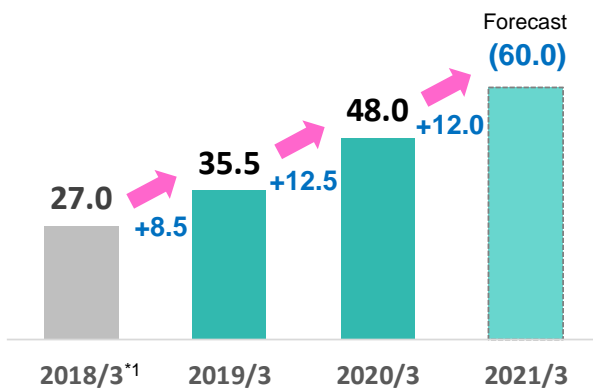
Let me describe our performance forecast for the fiscal year ending March 2021.

We are not able to predict reasonably how long it will take before the spreading Novel Coronavirus pandemic is going to settle down and fade away. It is difficult to advise you of a highly reliable performance forecast at this point in time. Thus, we would like to continue the target about our performance forecast for the fiscal year ending March 2021 that we described in the mid-term management plan. The full-year performance forecast announced now is likely to be varied. We will revise and announce promptly if the forecast needs to be revised.

In our present business environment, we are faced with possibilities that customers may shy away from investing in large-scale IT projects such as those for renewing mission-critical system. In addition, we may come under pressure from prolonged proposal activities that we implement mainly for new customers and we may suffer procurement delays of products susceptible to the influence of supply-chain mechanism. That being said, we can expect new demands related to remote working and remote operations through the use of AI and robots as well as EC businesses in the circumstances where we undergo a paradigm shift.

Our group sets eye on transforming the profit structure. We are prepared to accelerate our transformative efforts to enable service-provision business model that can contribute to solving social issues, described as a key measure in the mid-term management plan.

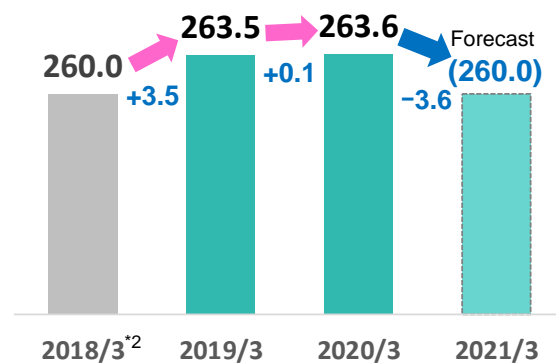
## Focal Areas Net Sales



- Proactive deployment of DX businesses mainly for customer interaction.
- Enabling services to cope with a shrinking workforce through new technologies such as AI/robots capable of remote operations in support of infection prevention and control.
- Providing energy management solution proposals with an eye toward a sustainable energy society.

<sup>\*1</sup> The 2018/3 bar indicates the total of 'Digital Innovation' and 'Life Innovation' net sales defined in the previous mid-term management plan.

## ICT Core Areas Net Sales



- Coping with demands for projects to renew existing systems without compromising careful examinations about risks included therein.
- Incessantly promoting measures to sophisticate system development methods and improve productivity in cooperation with business partners.

<sup>\*2</sup> The 2018/3 bar indicates the 'Business ICT Platform' net sales defined in the previous mid-term management plan.

We will continue our target for the net sales from our focal business areas, ¥60.0 billion, for the fiscal year ending March 2021, that we established in the mid-term management plan.

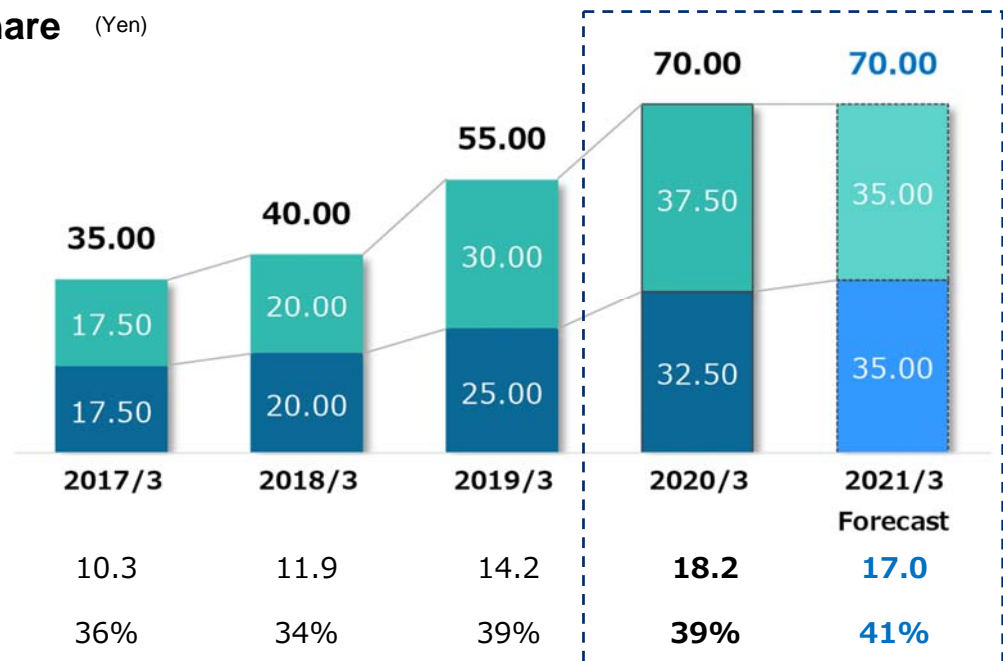
Our ICT core business areas will experience movements towards reducing costs such as those for investments in an environment where our economy and society are continuingly subject to pressure from the Novel Coronavirus pandemic.

Under the circumstances, we comply with the significance of the group's existence, a group of companies to solve social issues. We will enhance our attempts in the area of digital transformation to check and solve social issues that may lie behind challenges faced by customers. We will continue our efforts in order to contribute to creating a resilient society.

- ✓ FY March 2020: expected annual dividends ¥70 per share (up by ¥15 compared with the previous fiscal year)
- ✓ FY March 2021: expected annual dividends ¥70 per share

## Dividends per Share (Yen)

■ Year-end Dividend  
■ Mid-term Dividend



Profit attributable to Owners of Parent (Billion Yen)

10.3

11.9

14.2

18.2

17.0

Dividend Payout Ratio

36%

34%

39%

39%

41%

Let me describe our shareholders' return.

We will propose at the general meeting of shareholders an annual dividend of ¥70 per share for the fiscal year ended March 2020, an increase of ¥15 compared with the previous period.

We target a dividend payout ratio of 40% as indicated in the mid-term management plan for the dividends of the fiscal year ending March 2021. Taking into consideration the present cash flow situations and costs for future business continuity and retaining workforce in the unpredictable environment where we are in, we plan a dividend payout ratio of 41% or an annual dividend of ¥70 per share, on the assumption of a net income forecast of ¥17.0 billion.



**1 Summary of the Results for FYMar2020**

**2 Efforts made to deal with Novel coronavirus disease (COVID-19)**

**3 Efforts in accordance with the Mid-term Management Plan**

Let me describe our efforts to deal with the Novel Coronavirus pandemic.

## Responses made by our Group

### Basic Policies in compliance with the 'Action Plan for Measures against Novel Influenza', part of our BCP

- 1) Place maximum priority on human life.
- 2) Cooperate in a whole-of-society pandemic approach in compliance with guidance and recommendations issued by the national and regional governments.
- 3) Secure safety before continuing and resuming business operations. Assume responsibilities for businesses expected to operate continuously such as social infrastructure businesses.

### Measures and Efforts of Our Group

#### Full-scale Telework Operation

Prepare an environment where all employees can work remotely through networks (such as VPN) and at facilities without compromising security

#### Spontaneously take online meeting options such as video conferencing software

Switch to online meetings many in-person meetings such as internal/external meetings as well as managerial reviews & decision-making meetings

#### Know health conditions and workplaces of all employees on a real-time basis

Monitor daily the health condition and safety of employees and their families through the use of a web system in an attempt to prevent a further spread of the coronavirus infection

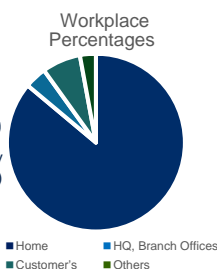
### Situation of Switching to Telework

Percentage of workers from home **86.1%**

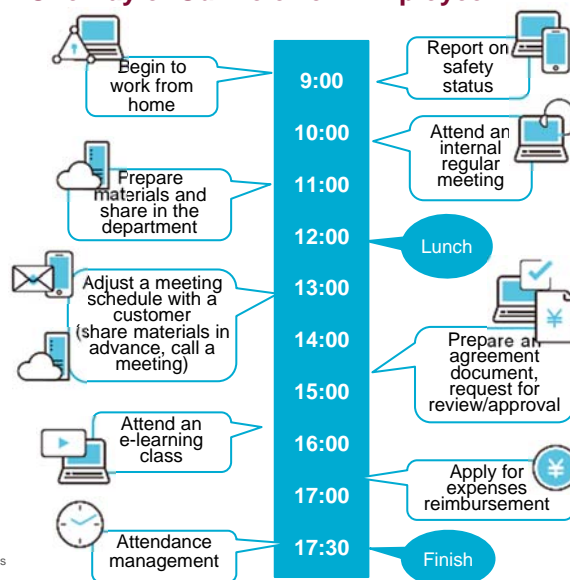
Maximum percentage after the declaration of a state of emergency (excluding employees on paid leave)

For Reference

**27.9%** Nationwide **49.1%** in Tokyo



### One Day of Our Telework Employee



PERSOL RESEARCH AND CONSULTING CO., LTD. 'Urgent research II on impacts on telework from measures to address the Novel Coronavirus pandemic'

The Nihon Unisys group stipulated our basic policies in order to deal with the Novel Coronavirus pandemic. We perform daily duties with top priority given to ensuring safety for the stakeholders such as our employees, customers and business partners.

We have been teleworking for two months since we began before the declaration of a state of emergency. We have seen always 80% or more of our employees working from home in April and thereafter. For example, basic duties have been performed without troubles as indicated in the figure showing a standard day of telework operations by our employee. We recommend to employees who rear a child to work flexibly in a manner suitable to their own environment. They can work in shifts and leave briefly to run a private errand ('Nakanuke' in Japanese).

The Company has showcased how we avail ourselves of various types of communication tools in order to hold online all meetings from internal and external meetings to meetings for board decision making.

Also, we have visualized infection risks through a safety check web system to enable the Company to monitor health condition and workplaces of all employees.

Furthermore, we have developed an environment where we can maintain employees mentally and physically through a consultation service. The service helps employees cope with any issues and problems that they may experience during this long-lasting telework period.

## Initiatives for Customers and Society

Our Group has implemented various types of initiatives to help us contribute to customers and business partners as well as society in light of ensuring safety and business continuity.

### ➤ Proactive help for telework operations

#### Serve through free-of-charge telework tools



- ✓ Microsoft Office365
- ✓ Wrap
- ✓ AirTriq
- ✓ Box, etc.

We began to offer the free-of-charge service options at the beginning of March.

E.G.

We received many inquiries for Wrap, a cloud-type network service to enable a quick establishment of telework environment. We have been helping the inquirers to implement the service.

Applicants: 36 companies

We decided to continue the free-of-charge offer.

### ➤ Other efforts of help

- ✓ Launch the free version of 'Saigai Net' system for sharing disaster management information
- ✓ Provide a free-of-charge 'Kimaticke', electronic ticket service

#### ✓ Help for subsidies application\*

\* Optional services provided upon purchasing 'uniConnect Cloud', our cloud-type PBX service

Next, I would like to brief you on our efforts for our customers and society.

We have intensified our efforts to promote telework as I touched on our efforts in our group. We launched free services to help telework implementation in early March when the coronavirus's spread became a subject of concern.

We have been diligently implementing 'Wrap', a cloud-type network service through UNIADDEX, Ltd. in response to many inquirers interested in easily and securely beginning telework operations by using their existing PCs and network environments.

In addition to our service in the telework area, the Company provided 'Saigai Net' services free of charge for companies that need solutions to share internally information such as the one about inquiries that are rapidly increasing in the field over phone or by e-mail. S&I Co., Ltd. has been expanding an area of services in many ways such as providing an optional service to help subsidy applications upon a purchase of 'uniConnect Cloud', a cloud PBX solution to enable receptionists at home to answer inbound calls to a main phone number and a contact number.

We will promote our efforts to contribute to activities by customers and others in society as well as prevent a further spread of the coronavirus.

**1 Summary of the Results for FYMar2020**

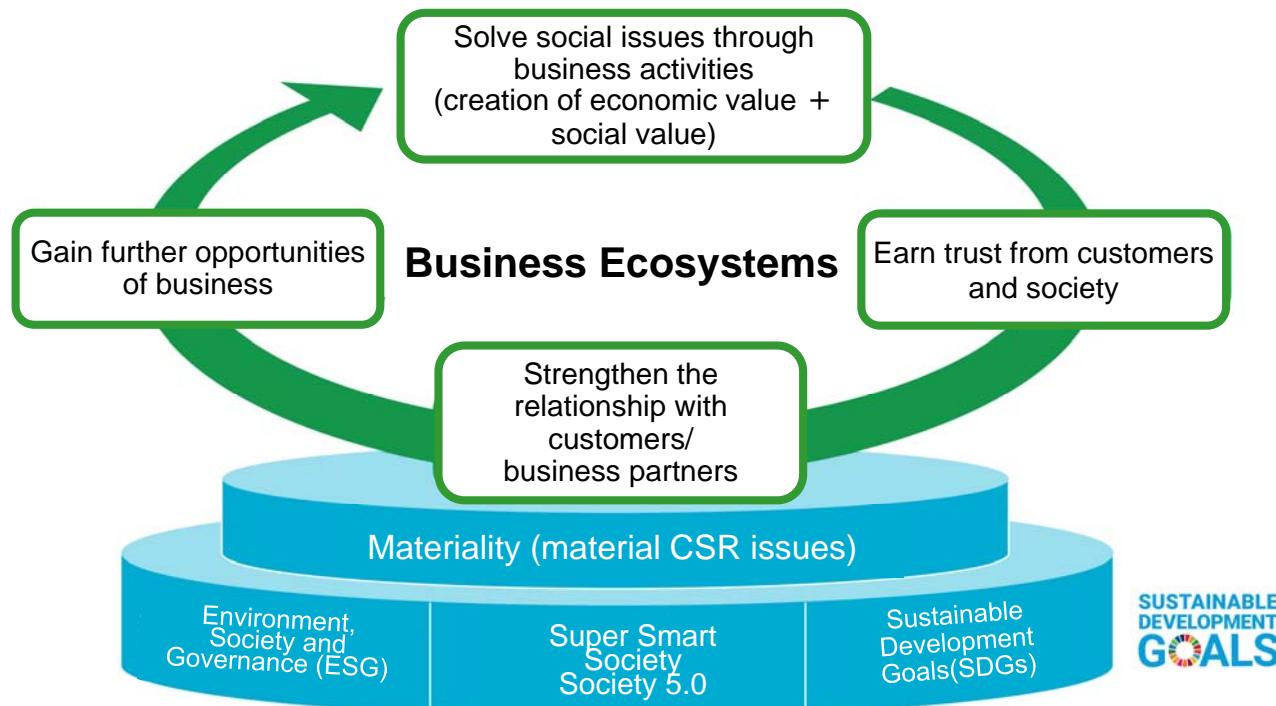
**2 Efforts made to deal with Novel coronavirus disease (COVID-19)**

**3 Efforts in accordance with the Mid-term Management Plan**

Let me explain our progress status under the Mid-term Management Plan.

**Become a sustainable company following a cycle of sustainable growth that is predicated on solving, through business activities in our areas of focus, social issues that lie behind issues experienced by customers**

Sustainable Growth Cycle for the Nihon Unisys Group



The Nihon Unisys group has been promoting business activities under the theme of becoming a core capable of creating business ecosystems that connect different types/ categories of businesses across conventional boundaries, and solving social issues as indicated in the mid-term management plan since it was launched in the fiscal year ended March 2019.

Two years of the mid-term management plan have passed. Our businesses in the focal areas have been steadily growing by riding the wave of a digital awareness raised in society towards cashless economy and telework and customers keen on promoting their digital transformation attempts.

We have seen an increase in system services and outsourcing services of the ICT core business area in response to continuously strong demands from customers interested in renewing systems.

Furthermore, we have minimized cost overruns from projects by selecting projects through careful risk examination. We have endeavored to improve productivity partly through promoting workstyle reforms. As a result, our profitability was improved as evidenced in the operation rate of system engineers remaining at a high level.

Promote business digitization in coordination with financial institutions and companies in order to improve convenience for ordinary citizens and revitalize industries. They experience economic disparities that are widened between large cities and local regions.

Reform business environments and improve business productivity through the use of IoT and AI technologies. Issues of aging public infrastructure as well as aging engineer population are experienced in the environments.



Re-create relationships among manufacturers, wholesalers/retailers and consumers by accelerating efforts of business digitization and visualizing economic activities. The purpose is to improve convenience of ordinary citizens and revitalize industries.

Enable comfortable environments for ordinary citizens who suffer issues such as population concentration in urban areas and labor demand-supply gap, by coordinating services such as energy, transportation, health care and tourism.

We have been making cross-functional activities to deal with social issues across the boundaries of the four focal areas stipulated in the mid-term management plan.

My next slides will show you about three types of our efforts to deal with key social issues, strategic investment and corporate culture reform.

Towards Smart Living

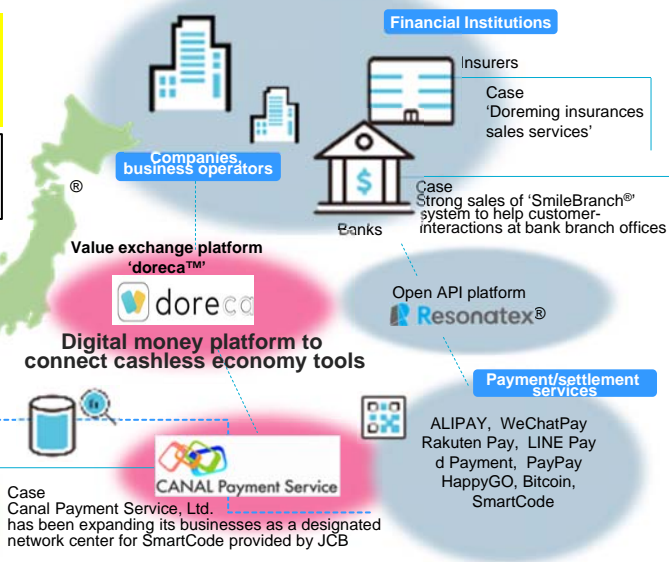
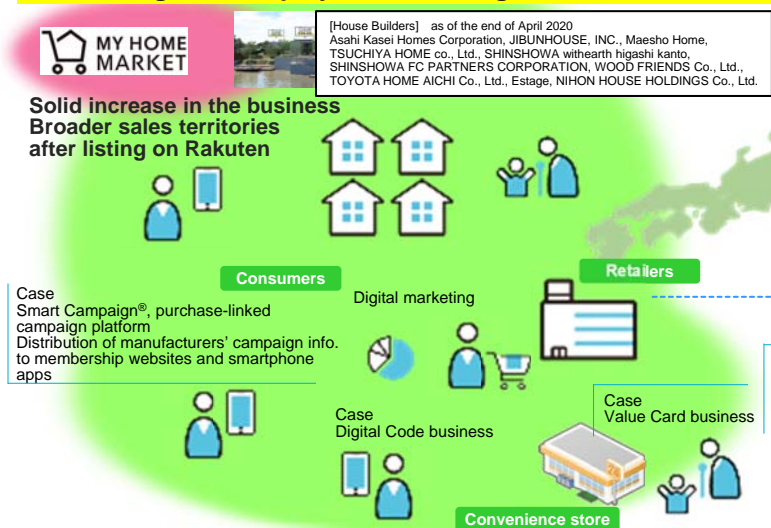


- Neobanks
- Digital Acceleration
- Smart Towns
- Assets Guardian

Creation of a safe and smart society enabled through the use of digital space

Smart society through the use of VR and digital space

: Changes in Display Homes Villages



Evolution and diversification of cashless economy

First of all, we have promoted various types of initiatives with an eye on creating a smart society. Let me explain our efforts in the area of using digital space and diversifying cashless payment tools/methods.

Purchasing any products online without visiting brick-and-mortar shops, backed by the trend of online shopping, has become the norm. Cashless payment has been prevalent, as well. Moreover, our transition towards cashless economy has become accelerated as a result of restrictions on people's physical movements in the time of living with Coronavirus. The use of digital technologies such as VR as means to confirm products online has been prevalent. It is witnessed partly in home sales. A dramatic change occurred in display homes villages through the use of digital space. We have seen a steady increase in the business served through our 'MY HOME MARKET', a virtual display homes village where house viewing is enabled via a VR system. Specifically, double-income families of the twenties and the thirties out of the users have been interested since we listed the service on Rakuten in October 2019.

Consumers are expected to stay calm as already evidenced in stagnant demands from inbound tourism. However, we think that cashless payments will be promoted on the basis of the value of convenience being furthermore appreciated. Canal Payment Service, Ltd. one of our subsidiaries has continued diligent efforts to promote a QR code/bar code payment scheme. The amount of payments handled in Japan has continued to increase partly due to many types of campaigns in the circumstances after a consumption tax increase.

With an eye toward an introduction of digital money for salary payments, we have been considering commercialization of 'doreca', a value exchange platform to enable smooth acceptance of e-money salaries and exchange one digital currency for another. We will continue to contribute to promoting various types of cashless economy tools/methods.

Contribution to a Resilient Society



Neobanks

Digital Acceleration

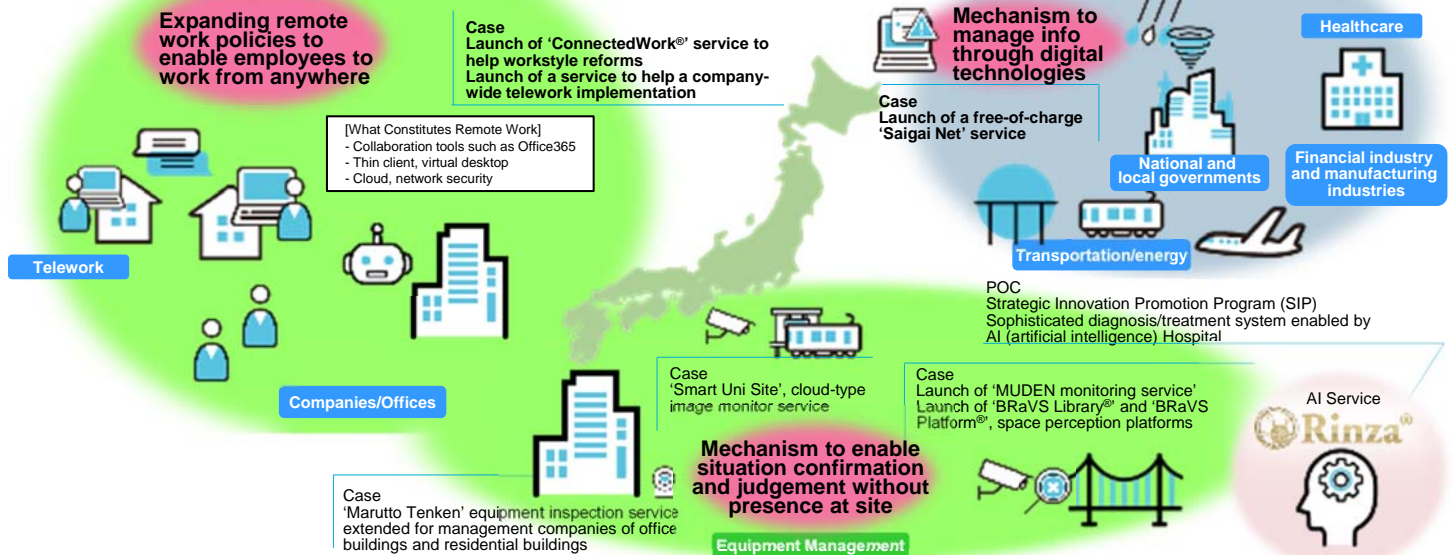
Smart Towns

Assets Guardian

Create schemes and environments capable to contribute to a society resilient to natural disasters and biological hazards

Create schemes that do not depend on people moving

Capture correct data and visualize data



Next, I would like to mention our efforts to contribute to creating a society resilient to epidemics/pandemics as well as natural disasters.

As you know, countermeasures against disasters including epidemics/pandemics such as infectious diseases as well as conventional natural disasters such as earthquakes, typhoons and concentrated heavy rains have become the most urgent social issues. Creating a disaster-resilient society indispensably requires creating mechanisms that do not depend on people's movements. Such mechanisms entail an environment that prioritizes telework and solutions that enable remotely confirming and judging on-site situations without actual human visits in the field. Also, it is crucial to identify, visualize and use correct information out of a formidable amount of information in an event of an unpredictable disaster afflicting a wide area such as the coronavirus infection.

Accordingly, we have been promoting our efforts to create mechanisms that do not depend on people's movements and those to help identify and visualize correct information. We have provided solutions suitable to actual situations of individual customers through 'ConnectedWork', service to help workstyle reforms. We aim to further disseminate and facilitate telework. Our remote monitoring solutions such as 'MUDEN Monitoring Service' are useful for addressing a labor shortage. Furthermore, the solutions can serve in circumstances where movements are restricted such as we are in now. We think that they will in high demand.

We have digitized and visualized information through our 'Saigai Net'. Our solution visualizes information chronologically through easy data operations as if the data is recorded on a whiteboard. Thus, 'Saigai Net' reduces significantly time and effort for organizing data. The solution serves many types of businesses, as reflected in a steady increase in sales.



Sustainable Energy Society



Neobanks

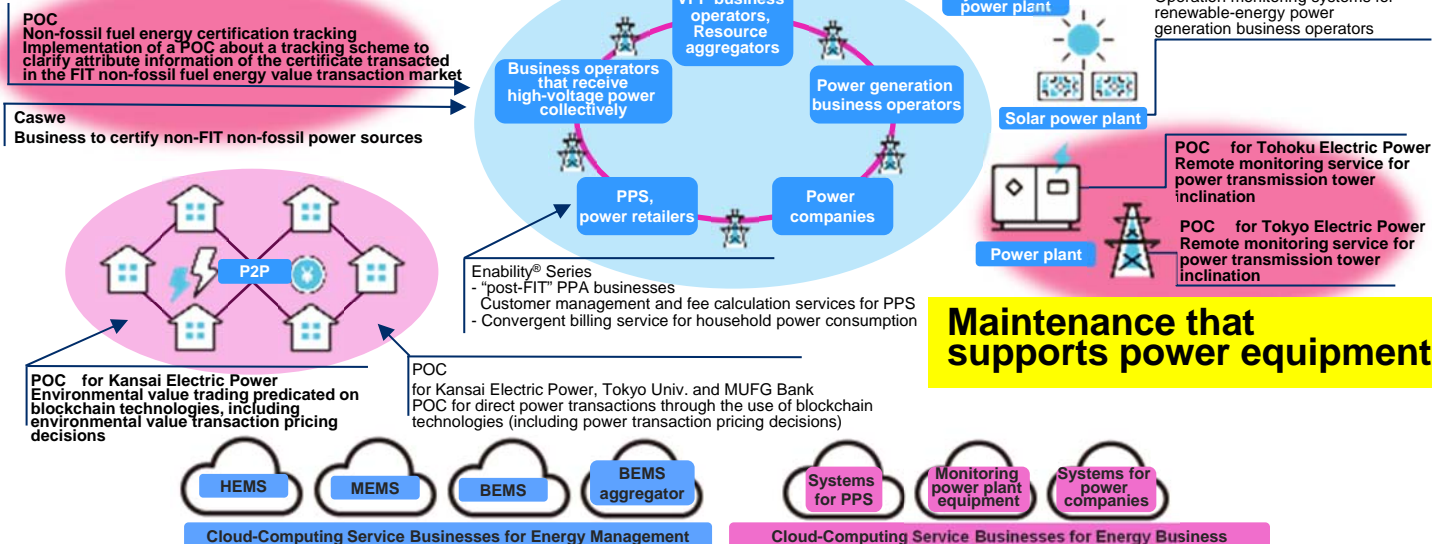
Digital Acceleration

Smart Towns

Assets Guardian

Contribute to enhancing sustainable energy and power infrastructure maintenance

Dissemination and expansion of the non-fossil fuel energy value trading market



Maintenance that supports power equipment

We have made continuous efforts to create a sustainable energy society on the basis of knowledge and expertise accumulated in the energy industry. I would like to touch on our latest attempts.

Responses to climate changes have been made in the global energy arena through shifting to renewable energy, with an eye towards a de-carbonized society. We have seen a keener demand for such responses in society. We have deployed many types of energy businesses partly through the ‘Enability’ series of platform products for power producers and suppliers (PPS), on the basis of our expertise and knowledge that we have accumulated about the energy related systems. We aim at a society friendly to the earth’s environment. We have been promoting efforts to shift to renewable energy.

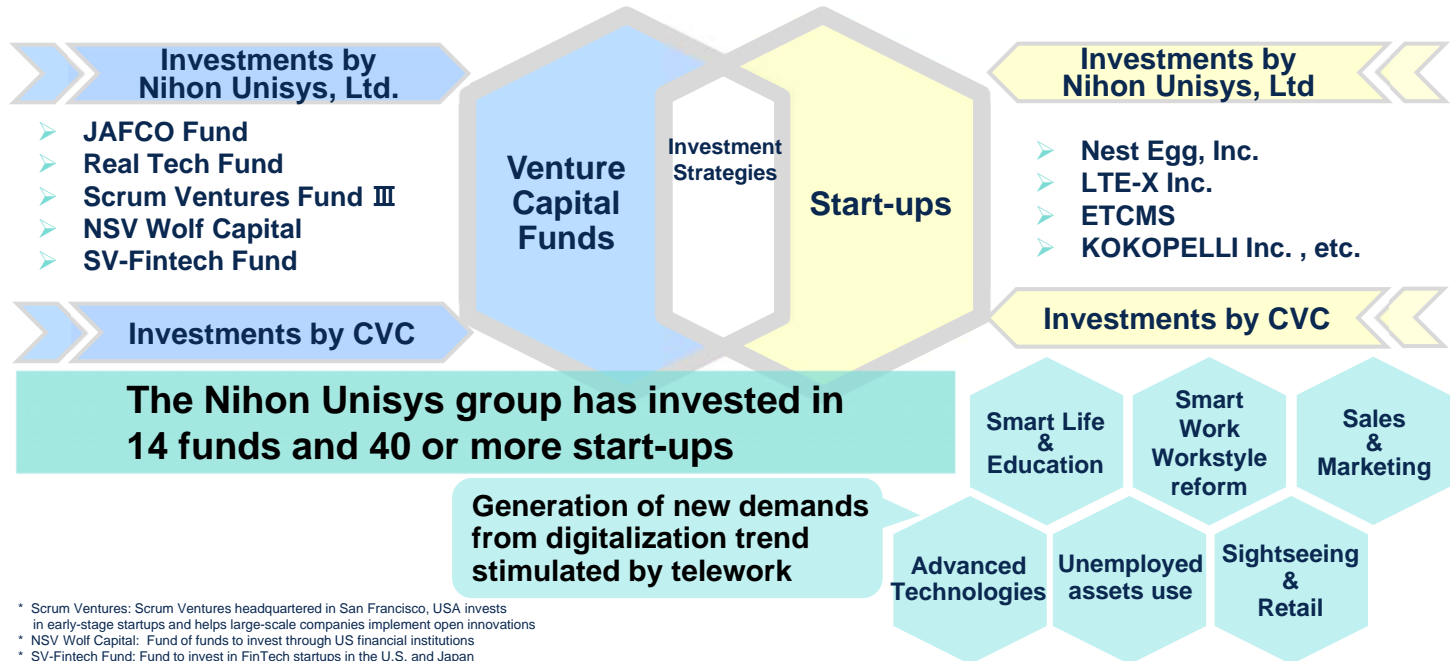
In the field of energy management, we have continued efforts about tracking information for the FIT non-fossil fuel energy certificate. Also, we have continued the certification business for non-FIT non-fossil power supply since we launched in the fiscal year 2019. Thus, we have been endeavoring to disseminate and expand the non-fossil fuel energy value trading market through our continuing efforts. We have implemented a proof-of-concept approach of systems to enable transaction pricing decisions for environmental value created through solar power generation and perform environmental value transactions for RE100 companies. Thus, we have been steadily gaining a firm foothold in order to enhance environmental value businesses.

Also, we have been attempting to promote digitalization through robots and AI technologies that can streamline inspection work of electric equipment. It is part of our efforts that we have made in the energy environment. We have implemented a proof-of-concept approach for drone-powered automated inspection/monitoring service for power station equipment and power transmission towers’ inclination status in cooperation with power companies. Thus, we have been contributing to maintain and develop surrounding environments for energy.

We will continue to promote efforts to disseminate and enhance clean and sustainable energy in cooperation with many partner companies.

## Strategic Investments

Vitalize open innovation in cooperation with customers and start-up companies through investing in and accompanying venture capital funds and start-ups



\* Scrum Ventures: Scrum Ventures headquartered in San Francisco, USA invests in early-stage startups and helps large-scale companies implement open innovations  
 \* NSV Wolf Capital: Fund of funds to invest through US financial institutions  
 \* SV-Fintech Fund: Fund to invest in FinTech startups in the U.S. and Japan

Please let me brief you on our strategic investment efforts.

We aim to contribute to solving social issues as well as creating innovations and implementing them in society in tandem with our customers and start-up companies. This will be enabled through our strategic investments in VC funds and start-ups.

We have been investing in VC funds of various fields and Real Tech ventures that intend to solve social issues at home and abroad. We have invested in 14 funds and 40 or more start-ups in total so far. Canal Ventures, Ltd. a corporate venture capital has performed dynamic investment activities partly in light of their own strategic approaches. The company will continue to expand its investment areas such as technologies and businesses that may contribute to digital transformation.

Some of the start-up recipients of our investments are afflicted by the impacts of the Novel Coronavirus pandemic. Others find themselves in the dramatically growing areas where new demands occur as a result of rapidly spreading telework and digitalization as entailed.

We will be watchful of the markets continuously experiencing drastic transformation. We will continue to help start-up companies and develop business eco-systems. This will help us accelerate open innovations in order to contribute to solving social issues that will face us with the advent of a new world.

Reform of corporate culture



Aim to strengthen capabilities for proactively creating value and designing business ecosystems

Human Resource Foresight™
<b>Strategic personnel system reforms</b>
Workstyle Foresight®
<b>Workstyle reforms Organizational reforms Workforce reforms</b>
Diversity Foresight®
<b>Diversity promotion</b>
Management Foresight®
<b>Business operation process reforms System reforms</b>



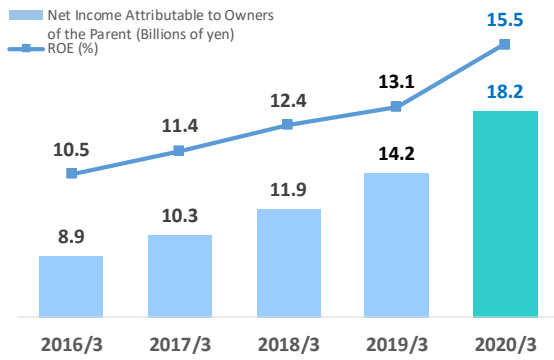
Last but not least, I would like to describe our efforts to reform our corporate culture.

We have continued efforts through the fiscal year 2019 from many viewpoints in order to cultivate a diverse and innovative corporate culture. We have reformed our corporate culture with the aim of transforming ourselves into a creative and innovative organization. We have revised our structure so that we can incorporate various viewpoints. Furthermore, we have implemented development programs to enable individual employees to demonstrate their creativity and innovation.

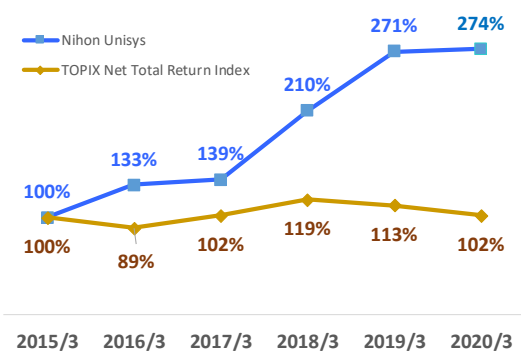
We have seen more employees to be engaged in self-directed activities by using time obtained as a result of striking a proper work-life balance in our corporate culture where diversity is becoming furthermore appreciated. We have seen more papers on themes stemming from sources such as DX and creating new businesses as well as failures in the past presented in the Technical Symposium annually held for the purpose of accumulating and sharing knowledge and expertise. Furthermore, our internal SNS has provided a busy place for exchanging information such as ideas about businesses and workstyle reforms as well as the latest technologies. In addition, we have seen attempts such as activities towards creating new businesses across conventional boundaries of types/categories of businesses and organizations. This is reflected in a stably improved engagement score, an indicator to measure progresses of corporate culture reform.

We were recognized as a company striving to enable telework operations with the 'Top Hundred Telework Pioneers, Awards of Minister for internal Affairs and Communications' in FY2018. The company was recognized again in FY2019 under the '2020 Certified Health & Productivity Management Outstanding Organizations Recognition Program' and received a prize at the 'Advanced Corporation Awards for the Promotion of Women' for many types of our efforts and achievements. The Company endorses and signs the 'Women's Empowerment Principles (WEPs)', a global initiative to proactively promote women to play active roles. We will promote efforts to empower women in cooperation with internal and external stakeholders in the future.

## Profit Attributable to Owners of the Parent, ROE

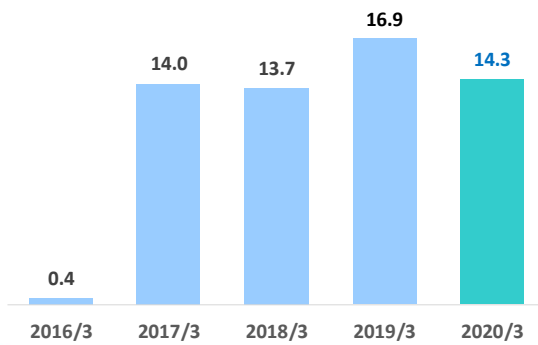


## Total Shareholder Return (TSR)

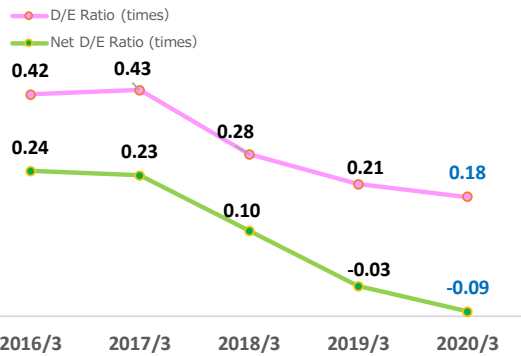


## Free Cash Flow

(Unit: Billion Yen)



## D/E Ratio



# Foresight in sight

**UNISYS**

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(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 forecast is not guaranteed by our Group.

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

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