

Management Policies (2021-2023)



May 7, 2021

Nihon Unisys, Ltd.

Foresight in sight



Vision 2030

Basic Policy

Corporate Culture Reforms

Investment Strategy

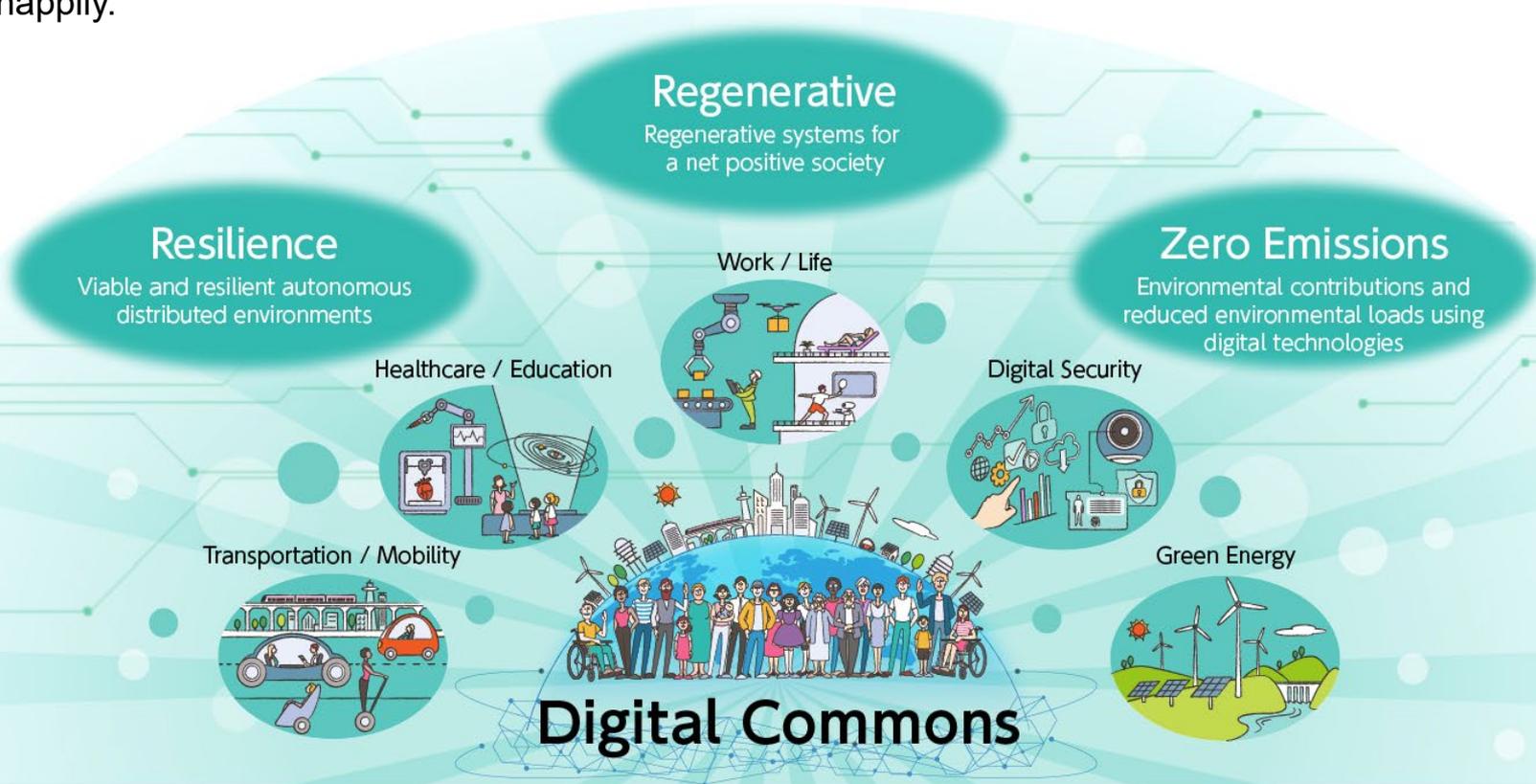
Consolidated Performance Targets

Vision 2030

Concept to Achieve a Sustainable Society

Foresight in sight

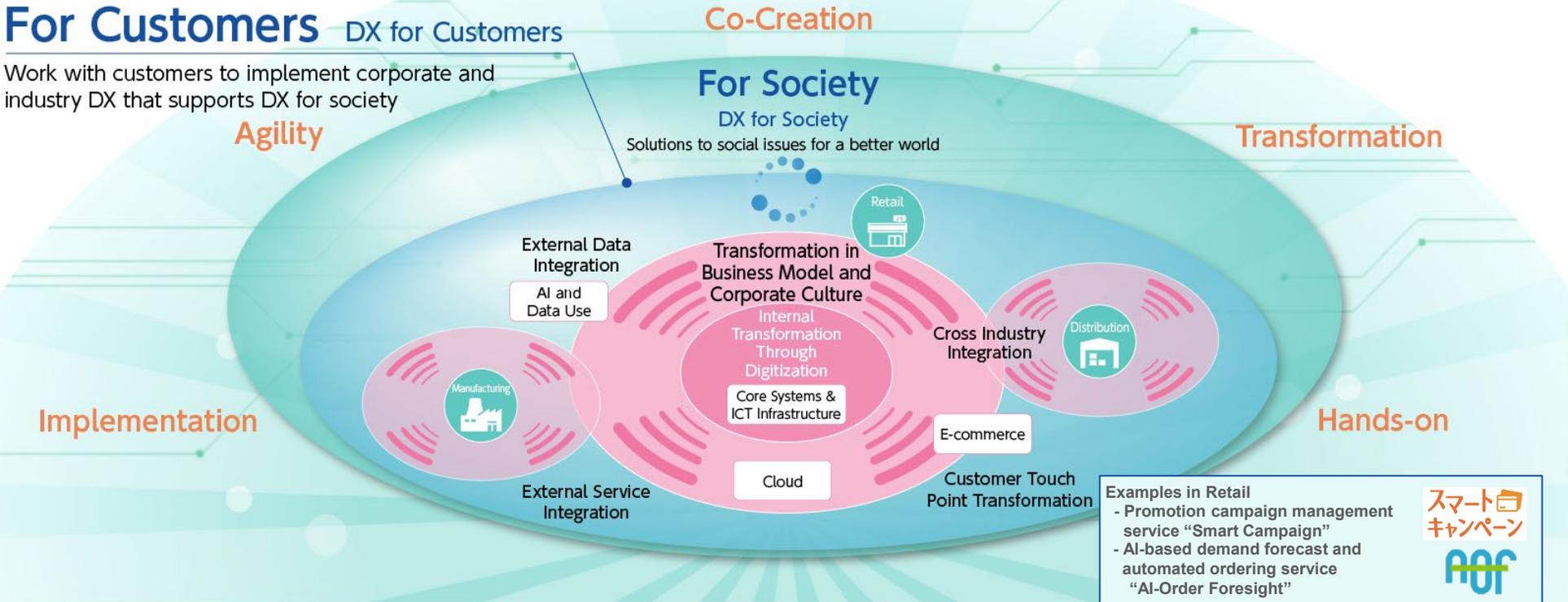
We will develop the Digital Commons which is a platform that helps create a society where everyone can live happily.



Nihon Unisys Group will achieve the Vision 2030 plan by pursuing digital transformation (DX) for both customers and society, developing its business through a large framework that encompasses all of society, and working with partners and the community to expand business ecosystems.



Pursue DX that leads to sustained growth for customers by strengthening value creation capabilities and generating social value.



Use relationships with customers and partners in a wide range of industries, together with best practices, to realize business concepts that benefit all of society and the world.



Pursue cultural reforms to strengthen value creation capabilities and achieve the Vision 2030 plan.



Accelerate strategic investment on leading-edge technologies aiming for the sustainable innovation.

Strategic Investment

- Continue investment in and alliance with startups with innovative technologies, in various industries including ICT, in order to pursue solutions to social issues from a longer-term perspective.
- Actively seek out and realize M&A opportunities.
- Promote investments in new businesses with partners.

R&D

- Accelerate DX based on an in-depth understanding of customers and industries, and promote the development of various services.
- Strengthen R&D centered on leading-edge technologies.
- Enhance service development and technical capabilities to accelerate service businesses.

Capital Investment

- Continued investment in outsourcing and service businesses.

Structural Reform Investment

- Human resource reforms to acquire new capabilities.
- Promote new and flexible work styles.
- Internal reforms of the Nihon Unisys Group for further digitization of business (internal DX).

Targets for fiscal year ending March 2024 (IFRS)

Adjusted Operating Margin¹	10% or higher
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Revenue	¥340 billion
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Outsourcing Business²	¥100 billion
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ROE	Approx. 15%
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Dividend Payout Ratio	Approx. 40%
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Notes

1. Adjusted Operating Income: Revenue minus cost of sales and SG&A expenses.
2. System outsourcing as well as service businesses where Nihon Unisys Group is the provider.

The background features a light blue gradient with scattered, semi-transparent triangles in various colors (orange, green, pink, blue, yellow). A faint, stylized globe is visible on the right side, composed of small triangles.

Foresight in sight

Forward-looking Statements

Forward-looking statements in this material are based on judgments and assumptions made from information available at the time of publication. Actual results may differ from forecasts due to changes in risks or uncertainties, economic circumstances, and other factors, and Nihon Unisys Group makes no guarantees regarding the accuracy of such statements. Also, information is subject to change without prior notice. This material is not intended as a reference for investment decisions. The Company assumes no responsibility for losses incurred as a result of using this material.