



# Results of Operations for the First Half of FY2012

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FUJISOFT INCORPORATED



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# **Consolidated Financial Results for the First Half of FY2012**

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# Consolidated Financial Highlights

Net sales rose 6.9% year on year due to increase in sales at FUJISOFT INCORPORATED and subsidiaries.

- ◇ Sales increased at both FUJISOFT INCORPORATED (“the “Company””) (by 3,180 million yen) and its subsidiaries including VINCULUM JAPAN Corporation and CYBER COM Co., Ltd. As a result, consolidated net sales came to 70,304 million yen, up 6.9% year on year.

Operating income increased sharply, up 90.6% year on year.

- ◇ Operating income, ordinary income and net income all climbed substantially, chiefly attributable to an increase in net sales, an improvement in the cost of sales margin, and SG&A expense control at the Company.

(Million yen)

|                         | FY2011<br>H1 Results | FY2012<br>H1 Results | YoY change<br>(Amount) | YoY change<br>(%) | FY2012             |                         |
|-------------------------|----------------------|----------------------|------------------------|-------------------|--------------------|-------------------------|
|                         |                      |                      |                        |                   | Initial<br>H1 Plan | Comparison<br>with plan |
| <b>Net sales</b>        | 65,788               | <b>70,304</b>        | +4,516                 | <b>106.9%</b>     | 67,000             | <b>104.9%</b>           |
| <b>Operating income</b> | 2,102                | <b>4,007</b>         | +1,904                 | <b>190.6%</b>     | 2,700              | <b>148.4%</b>           |
| Operating income margin | 3.2%                 | 5.7%                 | +2.5                   |                   | 4.0%               |                         |
| <b>Ordinary income</b>  | 1,550                | <b>3,740</b>         | +2,190                 | <b>241.3%</b>     | 2,380              | <b>157.2%</b>           |
| Ordinary income margin  | 2.4%                 | 5.3%                 | +3.0                   |                   | 3.6%               |                         |
| <b>Net income</b>       | 264                  | <b>1,468</b>         | +1,203                 | <b>554.3%</b>     | 1,080              | <b>135.9%</b>           |
| Net income margin       | 0.4%                 | 2.1%                 | +1.7                   |                   | 1.6%               |                         |



# Sales by Major Companies of the Group

(Million yen)

|                                   |                   | FY2011<br>H1 Results | FY2012<br>H1 Results | YoY change<br>(Amount) | YoY change<br>(%) | FY2012             |                         |
|-----------------------------------|-------------------|----------------------|----------------------|------------------------|-------------------|--------------------|-------------------------|
|                                   |                   |                      |                      |                        |                   | Initial<br>H1 Plan | Comparison<br>with plan |
| <b>FUJISOFT INCORPORATED</b>      | (TSE 1st Section) | 35,772               | <b>38,953</b>        | +3,180                 | <b>108.9%</b>     | 36,400             | <b>107.0%</b>           |
| <b>CYBERNET SYSTEMS Co., Ltd.</b> | (TSE 1st Section) | 7,056                | <b>7,183</b>         | +127                   | <b>101.8%</b>     | 7,100              | <b>101.2%</b>           |
| <b>VINCULUM JAPAN Corporation</b> | (JASDAQ)          | 4,403                | <b>5,067</b>         | +663                   | <b>115.1%</b>     | 4,976              | <b>101.8%</b>           |
| <b>CYBER COM Co., Ltd.</b>        | (JASDAQ)          | 3,184                | <b>3,477</b>         | +293                   | <b>109.2%</b>     | 3,250              | <b>107.0%</b>           |
| <b>VIXUS INCORPORATED</b>         | (Unlisted)        | 9,004                | <b>8,746</b>         | -258                   | <b>97.1%</b>      | –                  | –                       |

## Highlights in Sales by Major Companies of the Group (See p. 12 for non-consolidated financial results.)

### ● CYBERNET SYSTEMS Co., Ltd.

In the mainstay CAE products, the performance of maintenance contract renewals remained strong, and sales of the IT solutions service grew, mainly in security products, although new license sales growth was sluggish. As a result, sales increased 1.8% year on year.

### ● VINCULUM JAPAN Corporation

Sales increased 15.1% year on year, reflecting an increase in outsourcing projects based on customer specification strategy, the strong performance of license sales, and steady sales of large projects for development of a MD mission-critical system.

### ● CYBER COM Co., Ltd.

Sales climbed 9.2% year on year as a result of strong sales of network and server construction, operation, and maintenance services, as well as firm sales in the LTE-related areas.

### ● VIXUS INCORPORATED

Sales declined 2.9% year on year, attributable to a fall in the size of existing outsourcing projects, despite the winning of orders for hardware replacement and infrastructure building projects from major customers as planned.



# Consolidated Sales by Segment

(Million yen)

|                                | FY2011     |                    | FY2012        |                    | YoY change<br>(Amount) | YoY change<br>(%) |
|--------------------------------|------------|--------------------|---------------|--------------------|------------------------|-------------------|
|                                | H1 Results | Component<br>ratio | H1 Results    | Component<br>ratio |                        |                   |
| <b>Total net sales</b>         | 65,788     | 100.0%             | <b>70,304</b> | <b>100.0%</b>      | +4,516                 | <b>106.9%</b>     |
| <b>SI Business</b>             | 61,674     | 93.7%              | <b>66,078</b> | <b>94.0%</b>       | +4,403                 | <b>107.1%</b>     |
| Embedded Software Development  | 17,679     | 26.9%              | <b>19,916</b> | <b>28.3%</b>       | +2,236                 | <b>112.7%</b>     |
| Operation Software Development | 24,444     | 37.2%              | <b>26,868</b> | <b>38.2%</b>       | +2,423                 | <b>109.9%</b>     |
| Outsourcing Business           | 7,070      | 10.7%              | <b>6,771</b>  | <b>9.6%</b>        | -299                   | <b>95.8%</b>      |
| Other SI Business              | 12,480     | 19.0%              | <b>12,522</b> | <b>17.8%</b>       | +42                    | <b>100.3%</b>     |
| <b>Facility Business</b>       | 974        | 1.5%               | <b>954</b>    | <b>1.4%</b>        | -19                    | <b>98.0%</b>      |
| <b>Other Businesses</b>        | 3,139      | 4.8%               | <b>3,272</b>  | <b>4.7%</b>        | +132                   | <b>104.2%</b>     |

## Highlights of Sales by Segment

### ● Embedded Software Development

Sales increased, reflecting strong sales associated with machine control software mainly in the automotive field and communications control software associated with smartphones and base stations.

### ● Operation Software Development

Sales rose, attributable to strong sales associated with social infrastructure and the Internet business as in the first quarter, in addition to the acquisition of financial integration projects and SI projects including large product sales at the Company and VIXUS.

### ● Outsourcing Business

Sales declined as a result of excluding FUJISOFT KCS from the scope of consolidation at the end of July and a fall in sales at VIXUS, despite higher sales at the Company and VINCULUM JAPAN.

### ● Other SI Business

Sales expanded, mainly attributable to the renewal of maintenance contracts in CAE products at CYBERNET SYSTEMS and strong sales in the field of network and server construction at CYBER COM.



# Consolidated Income Statement

(Million yen)

|   | FY2011        | FY2012        | YoY<br>change<br>(Amount) | YoY<br>change<br>(%) | FY2012             |                         |
|---|---------------|---------------|---------------------------|----------------------|--------------------|-------------------------|
|   | H1<br>Results | H1<br>Results |                           |                      | Initial<br>H1 Plan | Comparison<br>with plan |
| <b>Net sales</b>                          | <b>65,788</b> | <b>70,304</b> | +4,516                    | <b>106.9%</b>        | 67,000             | <b>104.9%</b>           |
| <b>Cost of sales</b>                      | <b>50,526</b> | <b>53,573</b> | +3,046                    | <b>106.0%</b>        | 51,300             | <b>104.4%</b>           |
| Cost of sales margin                      | 76.8%         | 76.2%         | -0.6                      |                      | 76.6%              | -0.4                    |
| <b>Gross profit</b>                       | <b>15,262</b> | <b>16,731</b> | +1,469                    | <b>109.6%</b>        | 15,700             | <b>106.6%</b>           |
| Gross profit margin                       | 23.2%         | 23.8%         | +0.6                      |                      | 23.4%              | +0.4                    |
| <b>SG&amp;A expenses</b>                  | <b>13,159</b> | <b>12,724</b> | -435                      | <b>96.7%</b>         | 13,000             | <b>97.9%</b>            |
| SG&A expense ratio                        | 20.0%         | 18.1%         | -1.9                      |                      | 19.4%              | -1.3                    |
| <b>Operating income</b>                   | <b>2,102</b>  | <b>4,007</b>  | +1,904 (1)                | <b>190.6%</b>        | 2,700              | <b>148.4%</b>           |
| Operating income margin                   | 3.2%          | 5.7%          | +2.5                      |                      | 4.0%               | +1.7                    |
| <b>Non-operating income</b>               | <b>288</b>    | <b>218</b>    | -69                       | <b>75.9%</b>         | -                  | -                       |
| <b>Non-operating expenses</b>             | <b>476</b>    | <b>306</b>    | -170                      | <b>64.2%</b>         | -                  | -                       |
| Equity in earnings (losses) of affiliates | *1 -363       | *2 -179       | +184                      | -                    | -                  | -                       |
| <b>Ordinary income</b>                    | <b>1,550</b>  | <b>3,740</b>  | +2,190                    | <b>241.3%</b>        | 2,380              | <b>157.1%</b>           |
| Ordinary income margin                    | 2.4%          | 5.3%          | +3.0                      |                      | 3.6%               | +1.8                    |
| <b>Extraordinary income</b>               | <b>41</b>     | <b>299</b>    | +258 (2)                  | <b>726.7%</b>        | -                  | -                       |
| <b>Extraordinary loss</b>                 | <b>232</b>    | <b>17</b>     | -214                      | <b>7.5%</b>          | -                  | -                       |
| <b>Income before income taxes</b>         | <b>1,359</b>  | <b>4,023</b>  | +2,663                    | <b>295.9%</b>        | -                  | -                       |
| Total income taxes                        | 856           | 2,318         | +1461.0 (3)               | 270.6%               | -                  | -                       |
| Minority interests in income              | 237           | 236           | -1.0                      | 99.3%                | -                  | -                       |
| <b>Net income</b>                         | <b>264</b>    | <b>1,468</b>  | +1,203                    | <b>554.3%</b>        | 1,080              | <b>135.9%</b>           |
| Net income margin                         | 0.4%          | 2.1%          | +1.7                      |                      | 1.6%               | +0.5                    |

\*1 Figures indicate those after excluding equity in losses of affiliates (363 million yen).

\*2 Figures indicate those after excluding equity in losses of affiliates (179 million yen).

## Points in Income Statement

### (1) Operating income

(up 1,904 million yen year on year)

Increased substantially as a result of the contribution of a fall in the amortization of goodwill, in addition to improvements in profitability due to higher sales and the ongoing strengthening of project management as well as the expansion of financial integration projects.

\* Non-consolidated results are written on page 12.

### (2) Extraordinary income

(up 258 million yen year on year)

Recorded a gain on the sale of shares in FUJISOFIT KCS (284 million yen).

### (3) Total income taxes

(up 1,461 million yen year on year)

Taxes posted increased with higher income (FUJISOFT: 301 million yen, subsidiaries: 600 million yen), and taxes posted increased (563 million yen) with the sale of shares in FUJISOFT KCS.



# Consolidated Balance Sheet

(Million yen)

|  | End of<br>FY2011 | End of H1<br>of FY2012 | Change<br>(Amount) |
|--|------------------|------------------------|--------------------|
| <b>Current assets</b>  | <b>49,019</b>    | <b>47,073</b>          | <b>-1,946</b>      |
| Cash and deposits  | 13,420           | 13,174                 | -246               |
| Notes and accounts receivable-trade                                      | 28,364           | 26,349                 | -2,015 (1)         |
| Work in process  | 1,662            | 2,183                  | 521                |
| Other  | 5,572            | 5,366                  | -205               |
| <b>Noncurrent assets</b>   | <b>106,724</b>   | <b>102,077</b>         | <b>-4,647</b>      |
| Property, plant and equipment  | 74,340           | 72,850                 | -1,489 (2)         |
| Intangible assets  | 9,334            | 8,364                  | -970               |
| Investments and other assets   | 23,049           | 20,861                 | -2,187 (3)         |
| <b>Total assets</b>  | <b>155,744</b>   | <b>149,151</b>         | <b>-6,593</b>      |
| <b>Current liabilities</b>   | <b>40,343</b>    | <b>37,084</b>          | <b>-3,258</b>      |
| Accounts payable-trade   | 7,902            | 7,374                  | -527               |
| Short-term loans payable /<br>Current portion of long-term loans payable | 17,632           | 15,095                 | -2,536 (4)         |
| Accrued expenses   | 7,281            | 7,550                  | 268                |
| Other  | 7,527            | 7,063                  | -463               |
| <b>Noncurrent liabilities</b>  | <b>30,212</b>    | <b>26,581</b>          | <b>-3,630</b>      |
| Long-term loans payable  | 21,829           | 19,033                 | -2,795 (5)         |
| Other  | 8,382            | 7,547                  | -835               |
| <b>Total liabilities</b>   | <b>70,555</b>    | <b>63,666</b>          | <b>-6,889</b>      |
| <b>Total net assets</b>  | <b>74,786</b>    | <b>75,493</b>          | <b>707</b>         |
| <b>Total liabilities and net assets</b>                                  | <b>155,744</b>   | <b>149,151</b>         | <b>-6,593</b>      |

## Points of the Balance Sheet

### (1) Notes and accounts receivable-trade

(Decrease of 2,015 million yen from the end of the previous fiscal term)

Fall in accounts receivable-trade because of seasonal effects

### (2) Property, plant and equipment

(Decrease of 1,489 million yen from the end of the previous fiscal term)

Decreased as a result of depreciation at FUJISOFT and subsidiaries.

### (3) Investments and other assets

(Decrease of 2,187 million yen from the end of the previous fiscal term)

Decreased mainly attributable to a fall in the market value of investment securities at the end of the first half and the return of lease deposits.

### (4) Short-term loans payable / Current portion of long-term loans payable

(Decrease of 2,536 million yen from the end of the previous fiscal term)

Decreased as a result of the repayment of loans payable.

### (5) Long-term loans payable

(Decrease of 2,795 million yen from the end of the previous fiscal term)

Declined associated with scheduled repayment.





# Consolidated Cash Flow Statement

(Million yen)

|  | FY2011<br>H1 Results | FY2012<br>H1 Results | YoY change<br>(Amount) |
|--|----------------------|----------------------|------------------------|
| Net cash provided by (used in) operating activities                      | 6,199                | 6,708                | +508                   |
| Net cash provided by (used in) investing activities                      | -989                 | -860                 | +128                   |
| Net cash provided by (used in) financing activities                      | -9,532               | -6,040               | +3,492                 |
| Effect of exchange rate change on cash and cash equivalents              | -60                  | -5                   | +54                    |
| Net increase (decrease) in cash and cash equivalents                     | -4,382               | -197                 | +4,185                 |
| Cash and cash equivalents at beginning of period                         | 22,044               | 13,279               | -8,765                 |
| Increase in cash and cash equivalents from newly consolidated subsidiary | 0                    | 110                  | +110                   |
| Cash and cash equivalents at end of period                               | 17,661               | 13,192               | -4,469                 |

## Highlights of Cash Flows

### (1) Net cash provided by (used in) operating activities

Net cash provided by operating activities came to 6,708 million yen, mainly as a result of an increase in net income.

### (2) Net cash provided by (used in) investing activities

Net cash used in investing activities was 860 million yen, reflecting the sale of shares in FUJISOFT KCS, offsetting an investment in FUJISOFT's products (FSMobile and products related to robots, etc.) and data centers.

### (3) Net cash provided by (used in) financing activities

Net cash used in financial activities amounted to 6,040 million yen, primarily attributable to the repayment of loans as in the previous year.



## Orders and Order Backlogs for the Consolidated SI Business

(Million yen)

|                                | FY2012 H1 Result                   |                |        |                |           |                |                              |                |
|--------------------------------|------------------------------------|----------------|--------|----------------|-----------|----------------|------------------------------|----------------|
|                                | Order backlog at beginning of term | YoY change (%) | Orders | YoY change (%) | Net sales | YoY change (%) | Order backlog at end of term | YoY change (%) |
| SI Business Total              | 32,752                             | 105.1%         | 64,458 | 104.6%         | 66,078    | 107.1%         | 29,379                       | 94.5%          |
| Embedded Software Development  | 7,840                              | 103.5%         | 20,865 | 118.1%         | 19,916    | 112.7%         | 8,788                        | 116.3%         |
| Operation Software Development | 12,280                             | 112.0%         | 27,146 | 112.1%         | 26,868    | 109.9%         | 11,474                       | 107.0%         |
| Outsourcing Business           | 6,881                              | 102.5%         | 5,292  | 66.8%          | 6,771     | 95.8%          | 4,734                        | 62.6%          |
| Other SI Business              | 5,750                              | 97.0%          | 11,153 | 94.4%          | 12,522    | 100.3%         | 4,381                        | 83.3%          |

### Highlights of Orders and Order Backlogs

#### ● Highlights of orders

Highlights of orders are the same as those of sales. Orders in Embedded Software rose 18.1% year on year, reflecting strong demand for machine control software, particularly in the automotive field. In Operation Software Development, orders associated with social infrastructure and the Internet business were strong. Orders in other fields were also solid. As a result, orders in this segment rose 12.1% year on year. Meanwhile, orders in Outsourcing Business declined 33.2% year on year, attributable to delays in orders for large projects at FUJISOFT and the absence of demand for large projects in the previous fiscal year. Orders in Other SI Business fell 5.6% year on year due to declines for product projects at FUJISOFT and CYBERNET SYSTEMS. As a result, orders for the overall SI Business rose 4.6% year on year.

#### ● Highlights of order backlogs

Order backlogs for Embedded Software rose 16.3% year on year, reflecting a rise in machine control software, particularly in the automotive field, orders for which concentrate at the end of the quarter. Order backlogs for Operation Software rose only 7.0% year on year compared with the large increase in orders because product sales, or sales of software licenses and equipment for which the period from the reception of orders to the posting of sales is short, account for a large percentage in Operation Software.

Order backlogs in the Outsourcing Business declined 37.4%, primarily attributable to delays in orders for large projects at FUJISOFT, the downsizing in maintenance and operation for major customers at VIXUS, and the elimination of FUJISOFT KCS from consolidation. Order backlogs in Other SI Business decreased 16.7% due to strong sales of products related to feature phones for which orders were received in the previous fiscal year. Consequently, order backlogs for the overall SI Business slipped 5.5% year on year.



# **Non-Consolidated Financial Results for the First Half of FY2012**

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# Non-Consolidated Income Statement

(Million yen)

|                          | FY2011        | FY2012        | YoY change<br>(Amount) | YoY change<br>(%) | FY2012             |                         |
|--------------------------|---------------|---------------|------------------------|-------------------|--------------------|-------------------------|
|                          | H1<br>Results | H1<br>Results |                        |                   | Initial<br>H1 Plan | Comparison<br>with plan |
| <b>Net sales</b>         | <b>35,772</b> | <b>38,953</b> | +3,180 (1)             | <b>108.9%</b>     | 36,400             | <b>107.0%</b>           |
| <b>Cost of sales</b>     | <b>27,289</b> | <b>29,986</b> | +2,696                 | <b>109.9%</b>     | 27,760             | <b>108.0%</b>           |
| Cost of sales margin     | 76.3%         | 77.0%         | +0.7 (2)               |                   | 76.3%              | +0.7                    |
| <b>Gross profit</b>      | <b>8,483</b>  | <b>8,966</b>  | +483                   | <b>105.7%</b>     | 8,640              | <b>103.8%</b>           |
| Gross profit margin      | 23.7%         | 23.0%         | Δ0.7                   |                   | 23.7%              | -0.7                    |
| <b>SG&amp;A expenses</b> | <b>7,247</b>  | <b>6,899</b>  | Δ347                   | <b>95.2%</b>      | 7,190              | <b>96.0%</b>            |
| SG&A expense ratio       | 20.3%         | 17.7%         | Δ2.5                   |                   | 19.8%              | -2.0                    |
| <b>Operating income</b>  | <b>1,236</b>  | <b>2,066</b>  | +830 (3)               | <b>167.2%</b>     | 1,450              | <b>142.6%</b>           |
| Operating income margin  | 3.5%          | 5.3%          | +1.9                   |                   | 4.0%               | +1.3                    |
| <b>Ordinary income</b>   | <b>1,450</b>  | <b>2,162</b>  | +712                   | <b>149.1%</b>     | 1,530              | <b>141.4%</b>           |
| Ordinary income margin   | 4.1%          | 5.6%          | +1.5                   |                   | 4.2%               | +1.3                    |
| <b>Net income</b>        | <b>1,048</b>  | <b>2,378</b>  | +1,329 (4)             | <b>226.8%</b>     | 920                | <b>258.5%</b>           |
| Net income margin        | 2.9%          | 6.1%          | +3.2                   |                   | 2.5%               | +3.6                    |

## Main Points of Non-Consolidated Results

### (1) Net sales

(up 3,180 million yen year on year)

In Embedded Software Development, sales associated with machine control software were strong, especially in the automotive field. Sales of communications control software associated with smartphones and base stations were solid. In Operation Software Development, sales also increased year on year due to the firm performance of financial integration projects and large software and product sales projects.

### (2) Cost of sales margin

(up 0.7 percentage points year on year)

The cost of sales margin was affected by an increase product sales and labor costs.

### (3) Operating income

(up 830 million yen year on year)

Growth in operating income, attributable chiefly to an increase in sales and cuts in SG&A expenses

### (4) Net income (up 1,329 million yen year on year)

A significant increase in net income due to the posting of extraordinary income (1,482 million yen) associated with the sale of shares in FUJISOFT KCS



# **Consolidated Forecast for FY2012 and Revision of Dividend Forecast**

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# Changes in Consolidated Forecasts for FY2012

(Timely disclosure on October 23)

(Million yen)

|                         | FY2012       |                | Comparison<br>with<br>initial plan |
|-------------------------|--------------|----------------|------------------------------------|
|                         | Initial plan | Revised plan   |                                    |
| Net sales               | 137,000      | <b>137,600</b> | <b>+600</b>                        |
| Cost of sales           | 105,100      | <b>104,800</b> | <b>-300</b>                        |
| Cost of sales margin    | 76.7%        | 76.2%          | -0.6                               |
| Gross profit            | 31,900       | <b>32,800</b>  | <b>+900</b>                        |
| Gross profit margin     | 23.3%        | 23.8%          | +0.6                               |
| SG&A expenses           | 25,900       | <b>25,500</b>  | <b>-400</b>                        |
| SG&A expense ratio      | 18.9%        | 18.5%          | -0.4                               |
| Operating income        | 6,000        | <b>7,300</b>   | <b>+1,300</b>                      |
| Operating income margin | 4.4%         | 5.3%           | +0.9                               |
| Ordinary income         | 5,700        | <b>7,050</b>   | <b>+1,350</b>                      |
| Ordinary income margin  | 4.2%         | 5.1%           | +1.0                               |
| Net income              | 2,800        | <b>3,200</b>   | <b>+400</b>                        |
| Net income margin       | 2.0%         | 2.3%           | +0.3                               |

## Main Points of Changes in Results Forecasts

The initial consolidated forecasts for the second half remain unchanged, given the effect of the elimination of FUJISOFT KCS from consolidation and the need for capital and sales investment to respond to the uncertain and changing management environment.



# Changes in Non-Consolidated Forecasts for FY2012

(Timely disclosure on October 23)

(Million yen)

|                         | FY2012       |               | Comparison<br>with<br>initial plan |
|-------------------------|--------------|---------------|------------------------------------|
|                         | Initial plan | Revised plan  |                                    |
| Net sales               | 75,500       | <b>78,100</b> | <b>+2,600</b>                      |
| Cost of sales           | 57,400       | <b>59,630</b> | <b>+2,230</b>                      |
| Cost of sales margin    | 76.0%        | 76.4%         | +0.3                               |
| Gross profit            | 18,100       | <b>18,470</b> | <b>+370</b>                        |
| Gross profit margin     | 24.0%        | 23.6%         | -0.3                               |
| SG&A expenses           | 14,300       | <b>14,060</b> | <b>-240</b>                        |
| SG&A expense ratio      | 18.9%        | 18.0%         | -0.9                               |
| Operating income        | 3,800        | <b>4,410</b>  | <b>+610</b>                        |
| Operating income margin | 5.0%         | 5.6%          | +0.6                               |
| Ordinary income         | 3,800        | <b>4,450</b>  | <b>+650</b>                        |
| Ordinary income margin  | 5.0%         | 5.7%          | +0.7                               |
| Net income              | 2,300        | <b>3,750</b>  | <b>+1,450</b>                      |
| Net income margin       | 3.0%         | 4.8%          | +1.8                               |

## Main Points of Changes in Results Forecasts

The initial non-consolidated forecasts for the second half remain unchanged, despite uncertainties about the management environment surrounding the electronics industry and FUJISOFT.



# Revision of Dividend Forecast

## Dividends at End of First Half of FY2012 and End of FY2012

In light of the revision of results forecasts, the dividend at the end of the first half of FY2012 will be revised to 11 yen per share, and the dividend at the end of FY2012 will be revised to 11 yen per share.

### ■ Trends in per-share net income, dividend and dividend payout ratio

| Consolidated          | (Yen)             |                   |                   |                |
|-----------------------|-------------------|-------------------|-------------------|----------------|
|                       | FY2009<br>Results | FY2010<br>Results | FY2011<br>Results | FY2012<br>Plan |
| Per-share net income  | 116.37            | 78.77             | 53.70             | <b>101.96</b>  |
| Dividend per share    | 15                | 20                | 20                | <b>22</b>      |
| Dividend payout ratio | 12.9%             | 25.4%             | 37.2%             | <b>21.6%</b>   |





# Topics in Medium-Term Strategies

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# Innovation Company Group that Connects ICT Development with Value Improvement of Customers

**Provision of operation and control systems that help business survive in the era of global competition**

Distribution industry, financial industry, service industry, manufacturing industry, Internet business, social infrastructure, telecommunications, education, medical services and public offices, etc.

**Provision of advanced software and hardware that keep pace with the Internet age**



A variety of assets and expertise

For further  
- Improvement in added value  
- Creation of new businesses  
- Strengthening of competitive advantage of customers

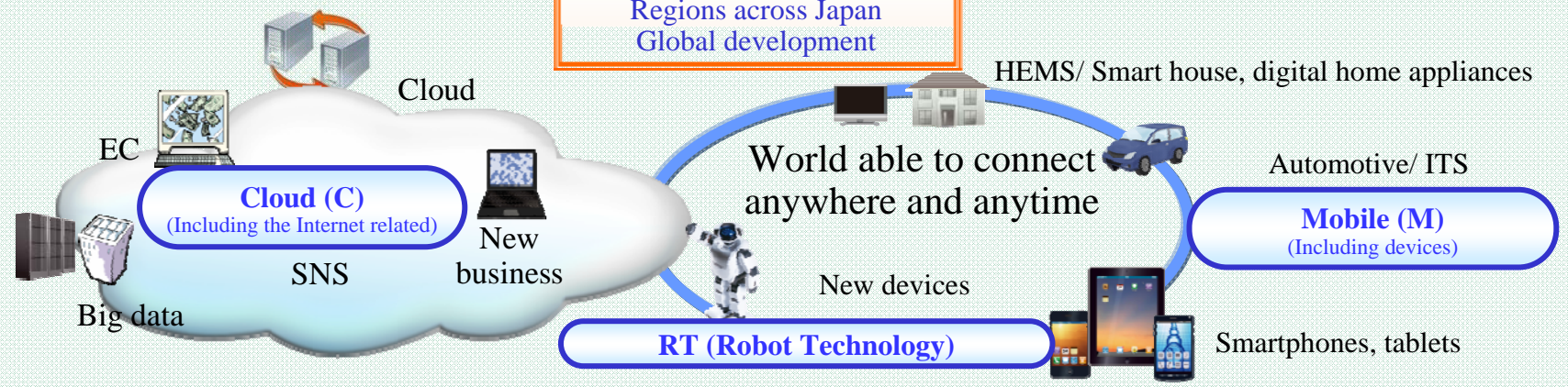
A range of assets and expertise

Challenges to a high value-added business structure and its creation

Support for the use of most advanced ICT

All kinds of system support related to ICT

High value-added products and services  
Regions across Japan  
Global development



Improving added value with RT and product assets, etc. of the Company



# Added Value Improvement

## Strengthen Initiatives in Areas of Strength

### Strengthening and development in the field of ICT technologies

<Mobile and cloud-related fields>  
 MS and Google-related technologies  
 Technologies to build cloud-related infrastructure and applications  
 (including AWS, SFDC, etc.)  
 Telecommunications-related technologies, etc.

### Development in growth areas and areas of demand expansion

Internet business, automotive  
 Telecommunications infrastructure, social infrastructure  
 Global development areas,  
 Financial integration area, etc.

**Added value improvement**

### Evolution and review of existing products

FSDTV Strengthening global development  
 FSMobile Strengthening product development  
 Sales expansion of embedded products, etc.

### Expansion and reinforcement of prime business

Strengthening customer service capability and sales capability  
 Growth in project size  
 Strengthening project management capability, etc.

### Strengthening of new strategic products

EC-related in China  
 (ShopEX, weishang, etc.)

PALRO  
 Development into nursing care and welfare facilities

moreNOTE

Mirai School Station

Use of SaaS  
 (Alliance with Concur, etc.)

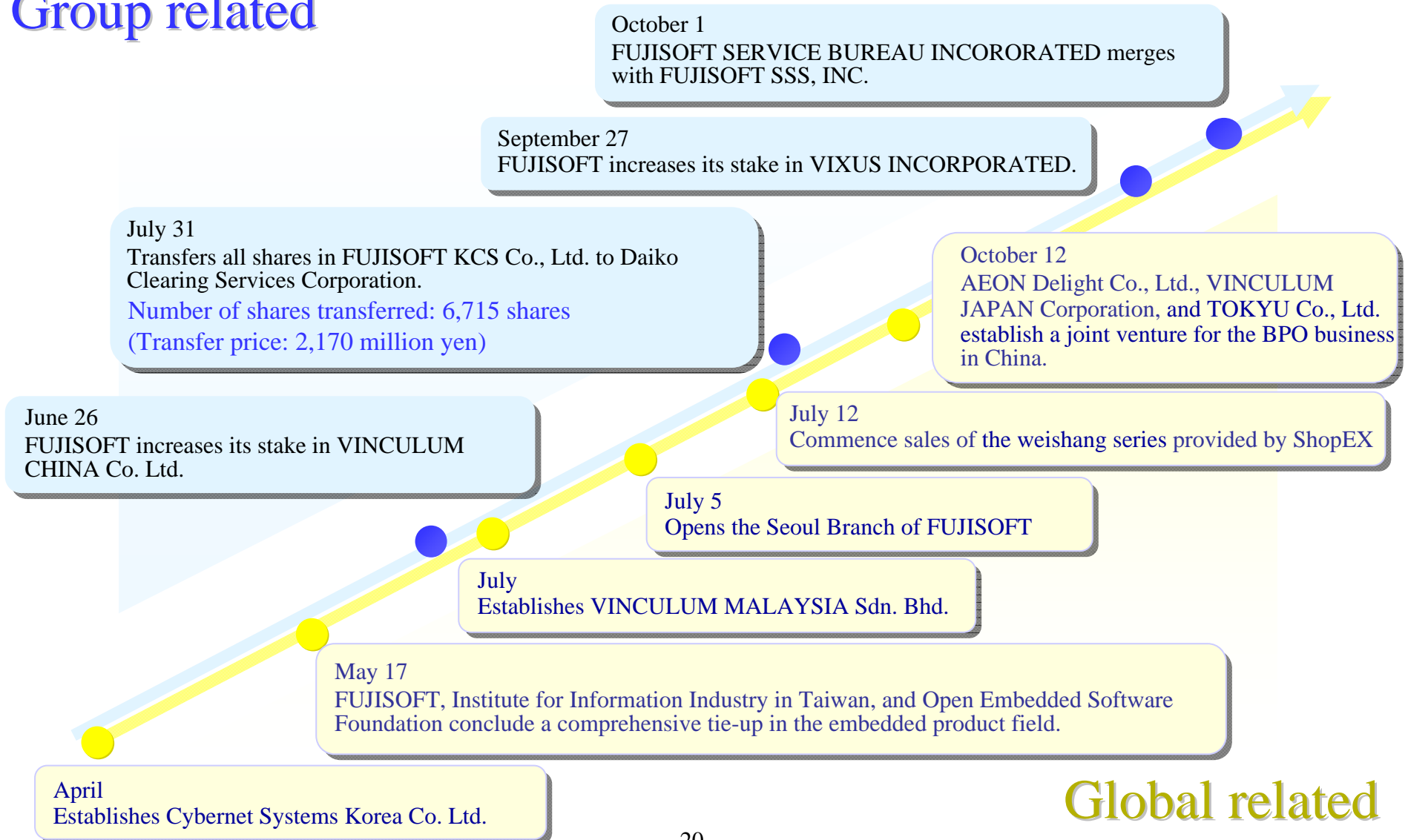
Cyber-SmartCTI

Use of DaaS  
 (iDEA Desktop Cloud)



# Topics in the First Half

## Group related



## Global related



# Cloud × Mobile

## Smart Document Service “moreNOTE”

### iPad® for more business.

**moreNote, the Smart Document Service from FUJISOFT that offers new opportunities for working on the go.**

モアノート  
**moreNOTE™**

moreNOTE makes your iPad and iPhone the ideal companion for all your documents, whether product catalogs or the latest proposal draft. Upload your files to a dedicated server and browse them anywhere, anytime using an astonishingly easy and intuitive UI.



#### Usability

- Upload of files in three easy steps
- Compatible with many formats, including PDF and video files
- Quick access to documents from “My List”

#### Security

- Strict confidentiality by setting up access rights and terminal authentication
- Powerful measures to protect documents through encryption and scheduled erasing features

#### Customize

- Use the rich functions of the integrated file viewer, or open a file with another application of your choice.

# Cloud × Mobile

## Evolving moreNOTE

### moreNOTE™ Ver2.0 new functions

#### Pairing

Synchronize multiple handsets in a meeting.



Conveniently turn the page on all devices at once, and much more.

#### Pen / Pointer

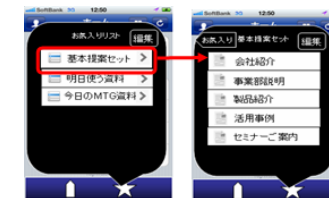
Highlight key parts of a document with a pointer, or make annotations with the pen.



Enrich a presentation with live annotating.

#### My List

Add documents inside moreNOTE to a custom list.



Access your documents even faster.

#### Increased folder hierarchy

Support for subfolders up to 3 levels  
(1 level → 3 levels)



Organizing documents becomes easier.

#### Enhanced management functions

- Block registration of users.
- Block registration of terminals.
- Group/segment authority setting.

#### Revised user interface

- Improved usability

#### Better interoperability

- Interoperability between different systems
- Enhanced customization



\* This material contains financial forecasts and other information about the future that are deemed reasonable on the basis of currently available information. Please note that actual financial results may differ materially depending on a number of factors, including market trends and economic conditions. Please also note that distribution of this material is not intended for recommending continued ownership or additional purchase of the Company's shares.