

# FY 12/3 Results Presentation

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**DTS Corporation**  
**DTS** <http://www.dts.co.jp/>

# Contents

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**I****FY 12/3 Results****II****Progress of Key Initiatives****III****FY 13/3 Forecast**

## Caution

**Sales and income forecasts included in this document are based on assumptions made on the basis of information currently available, including business trends, economic circumstances, clients' trends, etc., and can be affected by various uncertainties. Actual sales and income may differ materially from the forecasts.**

# I. FY 12/3 Results

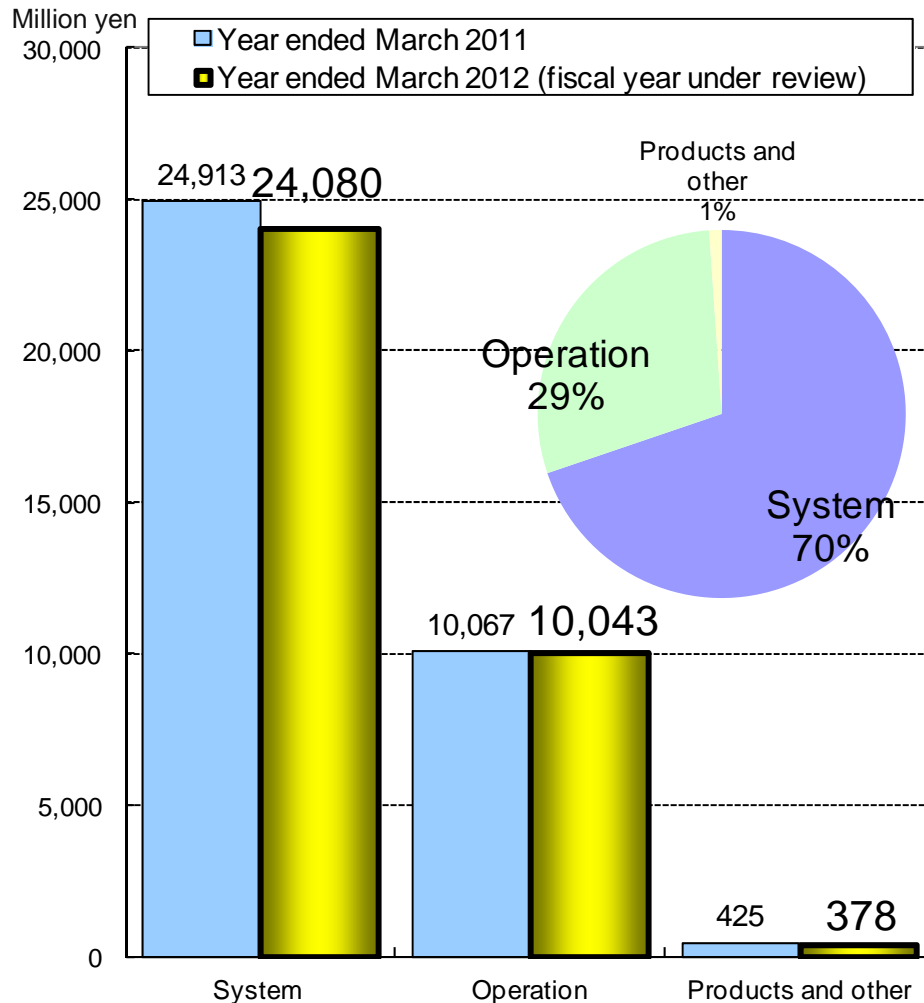
# FY12/3 Results (Non-Consolidated)

(Units: Million yen, %)

	Amount	Ratio to sales (%)	Year on year		vs. initial forecasts	
<b>Net sales</b>	<b>34,502</b>	–	<b>97.4%</b>	<b>-904</b>	<b>95.3%</b>	<b>-1,697</b>
Gross profit	5,727	16.6%	121.8%	+1,023	106.1%	+321
SG&A expenses	3,020	8.8%	99.8%	-6	94.4%	-179
<b>Operating income</b>	<b>2,707</b>	<b>7.8%</b>	<b>161.4%</b>	<b>+1,029</b>	<b>123.1%</b>	<b>+507</b>
Recurring income	2,882	8.4%	154.8%	+1,020	122.6%	+532
Net income	1,595	4.6%	173.2%	+674	118.2%	+245

# Sales by Service (Non-Consolidated, FY12/3)

Sales rose on achieving closer ties with existing clients, developing new clients, but these efforts unable to offset impact of large financial-sector projects in previous fiscal year



## System (96.7% YoY)

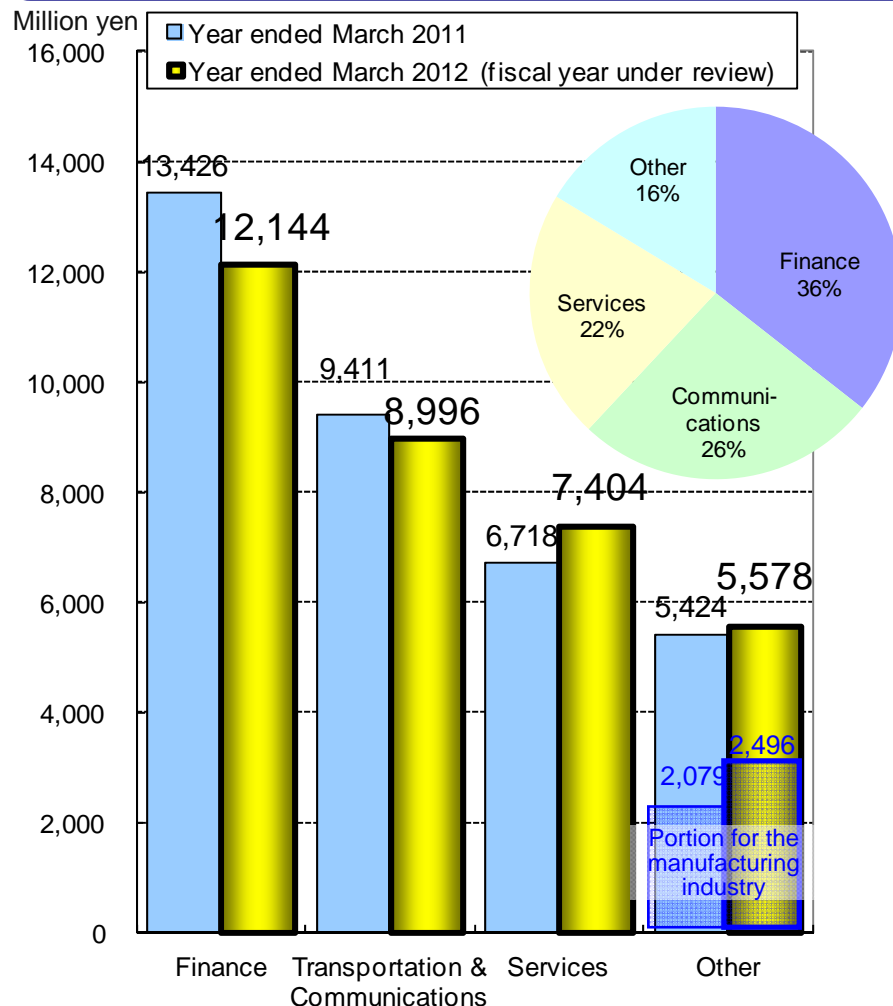
- Rise in number of system development contracts with existing customers in financial, transportation sectors and in the number of new ERP projects for manufacturing, wholesale and retail industries, etc.
- Overall sales declined as the number of large financial-sector projects peaked in the previous fiscal year.

## Operation (99.8% YoY)

- As operating cost cutbacks by customers have run their course, sales remained flat versus the previous fiscal year due to the Company securing new projects

# Sales by End User (Non-Consolidated, FY12/3)

Financial-related sales rose due to intensified ties with existing clients and garnering new clients, offsetting a fall in the number of large projects; services and manufacturing sector sales up as new clients secured



### Finance (90.5% YoY)

- Sales down in reaction to impact of large projects in previous fiscal year
- Sales rose in megabank and integration projects
- Increased amount of services to the securities industry as new AMO projects won

### Transportation & Communications (95.6% YoY)

- Sales rose in transportation and mobile communications
- Frontline sales projects down

### Services (110.2% YoY)

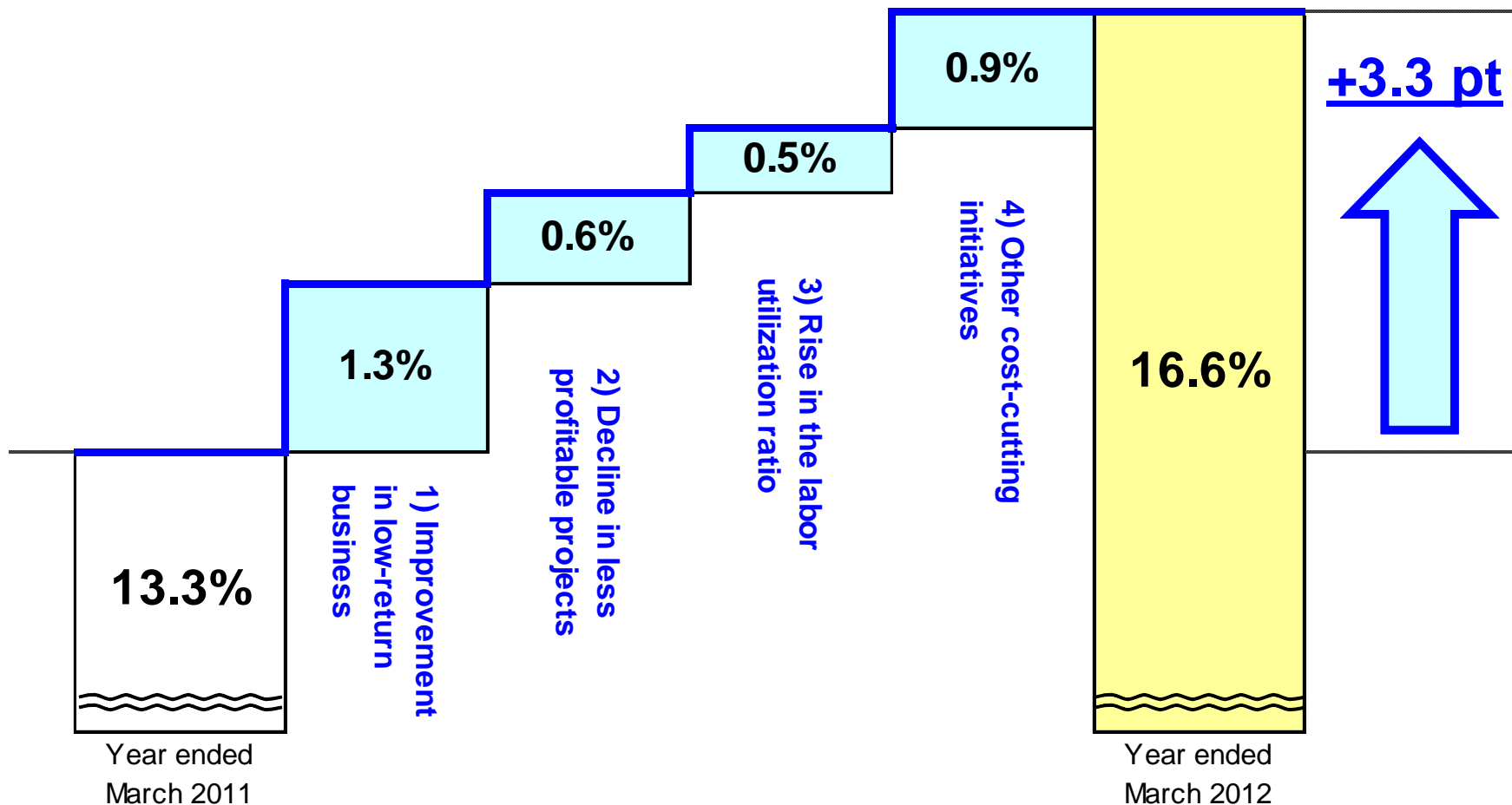
- Sales up in a broad range of customer segments, including advertising and amusement

### Other (102.8% YoY)

- Sales rose in ERP-related projects, etc. in the manufacturing sector
- Sales rose in the wholesale and retail sectors, sales down in the public sector

# Gross Profit (Non-Consolidated, FY12/3)

Gross profit margin improved mainly due to:  
 (i) improvement in low-return business, (ii) decline in less profitable projects, (iii) higher labor utilization ratio



# Operating Income and Recurring Income (Non-Consolidated, FY12/3)

Strategic investment outlays in line with medium-term management plan  
SG&A expense fell on aggressive cost-cutting initiatives

SG&A expenses      ¥3,020 million yen  
(99.8% YoY; 8.8% of sales (+0.3 pts YoY))

Rise in strategic investment (Creation of new businesses, strengthening of sales systems and management infrastructure, etc.)	+¥107 million
Reduction due to cost cuts, etc.	-¥113 million

Operating income      ¥2,707 million yen  
(161.4% YoY; 7.8% of sales (+3.1 pts YoY))

Recurring income      ¥2,882 million yen  
(154.8% YoY; 8.4% of sales (+3.1 pts YoY))



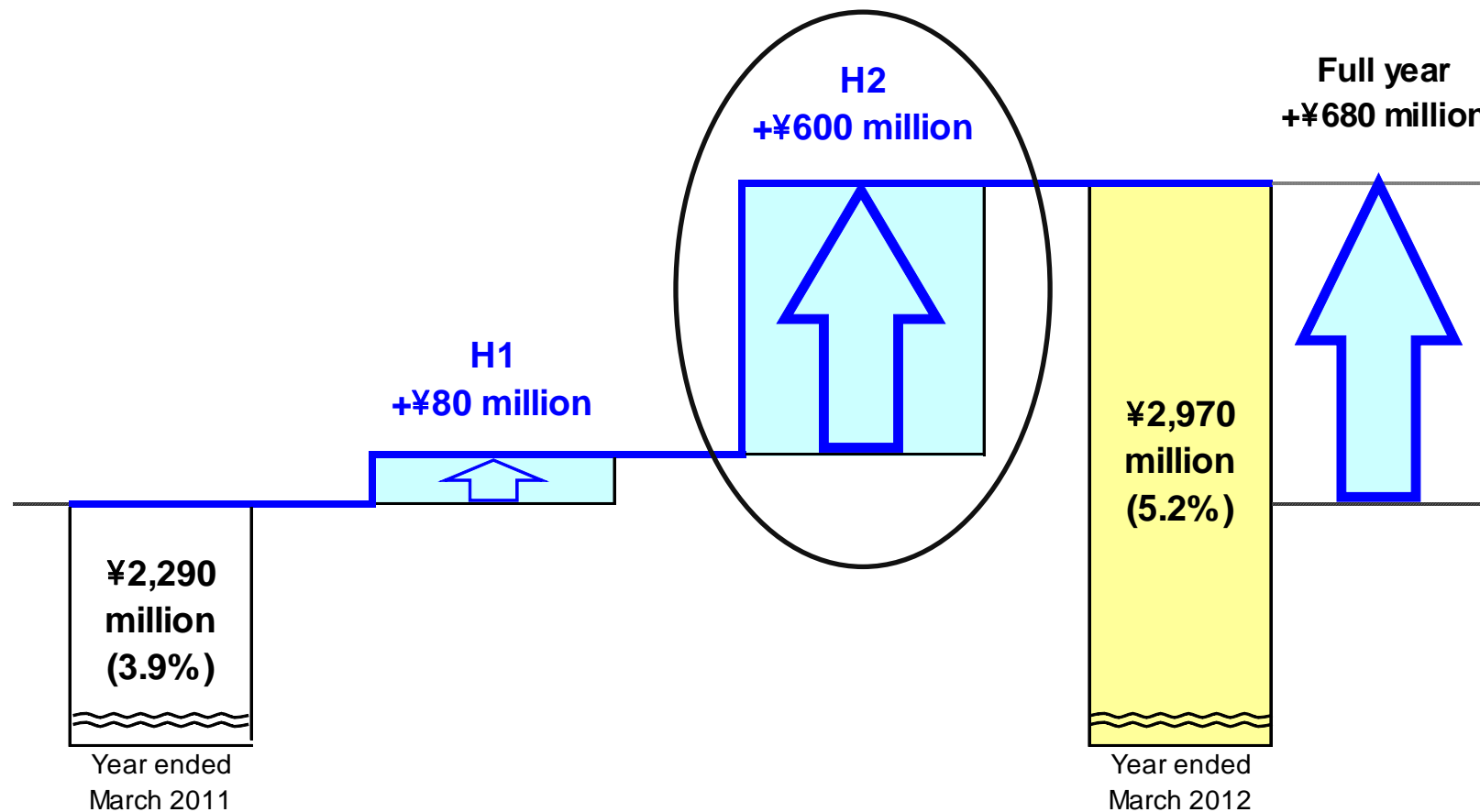
# FY12/3 Results (Consolidated)

Sales declines in system development;  
 merchandizing adversely affected overall sales

	Amount	Ratio to sales (%)	Year on year		vs. initial forecasts	
<b>Net sales</b>	<b>57,385</b>	—	<b>98.1%</b>	<b>-1,118</b>	<b>94.9%</b>	<b>-3,114</b>
Gross profit	8,611	15.0%	107.3%	+588	94.6%	-488
SG&A expenses	5,637	9.8%	98.5%	-88	93.2%	-412
<b>Operating income</b>	<b>2,973</b>	<b>5.2%</b>	<b>129.5%</b>	<b>+677</b>	<b>97.5%</b>	<b>-76</b>
Recurring income	3,069	5.3%	123.4%	+581	99.0%	-30
Net income	1,555	2.7%	138.3%	+430	97.2%	-44

# Operating income (Consolidated, FY12/3)

Operating income rose thanks to improved non-consolidated profit margin in second half of fiscal year and decline in less profitable projects among group companies



# Group Company Results (FY12/3)

Company name	Net sales			Operating income			
	Amount	YoY (%)	vs plan	Amount	Ratio to sales (%)	YoY (%)	vs plan
DATALINKS CORPORATION	7,971	97.8%	97.7%	215	2.7%	91.9%	86.0%
DIGITAL TECHNOLOGIES CORPORATION	5,608	89.4%	87.9%	25	0.5%	117.4%	17.8%
FAITEC CORPORATION	5,483	111.6%	101.6%	103	1.9%	21.1%	99.6%
JAPAN SYSTEMS ENGINEERING CORPORATION	4,027	87.5%	98.0%	167	4.2%	49.4%	90.9%
KYUSHU DTS CORPORATION	1,336	135.5%	106.1%	45	3.4%	258.1%	107.0%
SOUGOU SYSTEM SERVICE CORPORATION	1,013	101.9%	94.5%	-111	-	[+20]	[-43]
MIRUCA CORPORATION	385	99.2%	95.2%	3	1.0%	35.1%	48.8%

Notes: Figures for each company are on a non-consolidated basis, so the total does not equal consolidated figures.  
 Figures in brackets represent FY 12/3 amount minus FY 11/3 amount.

## II. Progress of Key Initiatives

# Key Initiatives

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1. Strengthening the Sales Force
2. Enhancement of SI Capabilities
3. Strengthening New Businesses and Global Development
4. Establishing the Business Foundations
5. Strengthening Collective Strength of the Group

# Key Initiatives (1): Strengthening the Sales Force

**FY12/3**

**Sales control division set up to promote standardization, visualization of the sales process**

**Sales process  
Visualization and  
standardization**

- Prepared the “standard sales process manual”
- Enabled sharing of information on sales by incorporating standard sales processes into the sales management system (SFA)

**Intensify relations  
with existing  
clients, expand  
customer base**

- Strengthened sales-related activity by expanding scope of customer satisfaction surveys, better understanding customer needs
- Rise in the number of customers  
→ Customers: 385 companies, up 44 companies year on year

**FY13/3**

- **Seek to expand the stock business (providing services) by aggressively conducting proposal-type sales activities**

# Key Initiatives (2): Enhancement of SI Capabilities

**FY12/3** - Promoted visualization of project management  
- Launched Onsite Capability Improvement Committee

<b>Improved PM (project management) capabilities</b>	<ul style="list-style-type: none"><li>- Standardized project plans, promoted visualization of project management</li><li>- Ensured regular monitoring by management that enables early detection of defective projects, devising countermeasures</li></ul>
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<b>Improved onsite capability</b>	<ul style="list-style-type: none"><li>- Four subcommittees (technology, maintenance and management process, productivity and quality improvement, and communication) being held to better understand the current state of issues, to formulate recommendations for management</li></ul>
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**FY13/3** - Seek to upgrade planning capabilities and improve PM capabilities by promoting the activities above

# Key Initiatives (3): Strengthening New Businesses and Global Development

**FY12/3** - New solutions created through active use of alliances  
 - Global business expanded in manufacturing, finance, construction

<p><b>Creation of new solutions</b></p>	<ul style="list-style-type: none"> <li>- BI Tools: “DaTaStudio Finder” “BI NavigationStudio”</li> <li>- Electricity saving measures: “Smart Lighting Controller”</li> <li>- Security: “EAGISCORP for Let’s note”</li> </ul>
<p><b>Expansion of global business</b></p>	<ul style="list-style-type: none"> <li>- China: Business expanded through development projects for local manufacturers, operating projects for a Japanese affiliated financial institution, etc.</li> <li>- Vietnam: BPO project for a Japanese affiliated construction company (CAD-related)</li> <li>- Singapore: Data center project for a Japanese affiliated financial institution</li> <li>- United States: Incorporated local affiliate; launched development project for a Japanese affiliated financial institution</li> </ul>

**FY13/3** - Promote aggressive investments for swift business development  
 - Expand overseas bases to establish global business base



# Key Initiatives (4): Establishing the Business Foundations

**FY12/3** - Personnel program reforms and the establishment of in-house systems for the next business year were promoted.

<b>Human resources systems and human resource development</b>	<ul style="list-style-type: none"><li>- Built a human resources system that works with employees based on their role and achievements to spur them to initiate independent innovation</li><li>- Promoted development of human resources with high skill levels (internal certification, external qualifications)</li></ul> <p>* Ratio of external qualification acquisition: 242.3%, up 12.2 percentage points year on year</p>
<b>Establishment of in-house systems for the next business year</b>	<ul style="list-style-type: none"><li>- Built human resources systems that comply with project management systems, new human resources system</li><li>- Launched work on establishing systems to achieve enhanced sales, development processes, including customer management and project management systems</li></ul>

**FY13/3** - In order to continue expansion and growth, work on improving and expanding internal information systems in a bid to strengthen management base

# Key Initiatives (5): Strengthening the Collective Strength of the Group

**FY12/3**

- Expanded joint order acceptance by using each Group company's strength
- Enhanced group governance / SI capabilities

**Joint order acceptance**

**Enhancement of group sales capabilities**

- Joint development of life, non-life insurance-related, mutual aid-related projects
- Mutual synergy in both infrastructure and hardware
- Joint order acceptance for nearshore projects for banks, etc.
  - Launched group sales capability conference to promote cooperation within the Group

**Enhancement of group governance / SI capabilities**

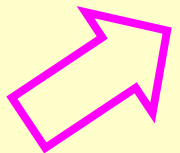
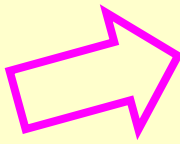
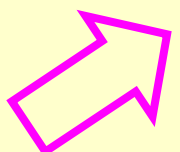
- Risk / cost management for the entire Group
  - Launched the group SI capability improvement conference that monitors project status and takes necessary action; set up to enable early understanding of important projects and information of each Group company

**FY13/3**

- Work on improving profitability of each Group company through business structural reform

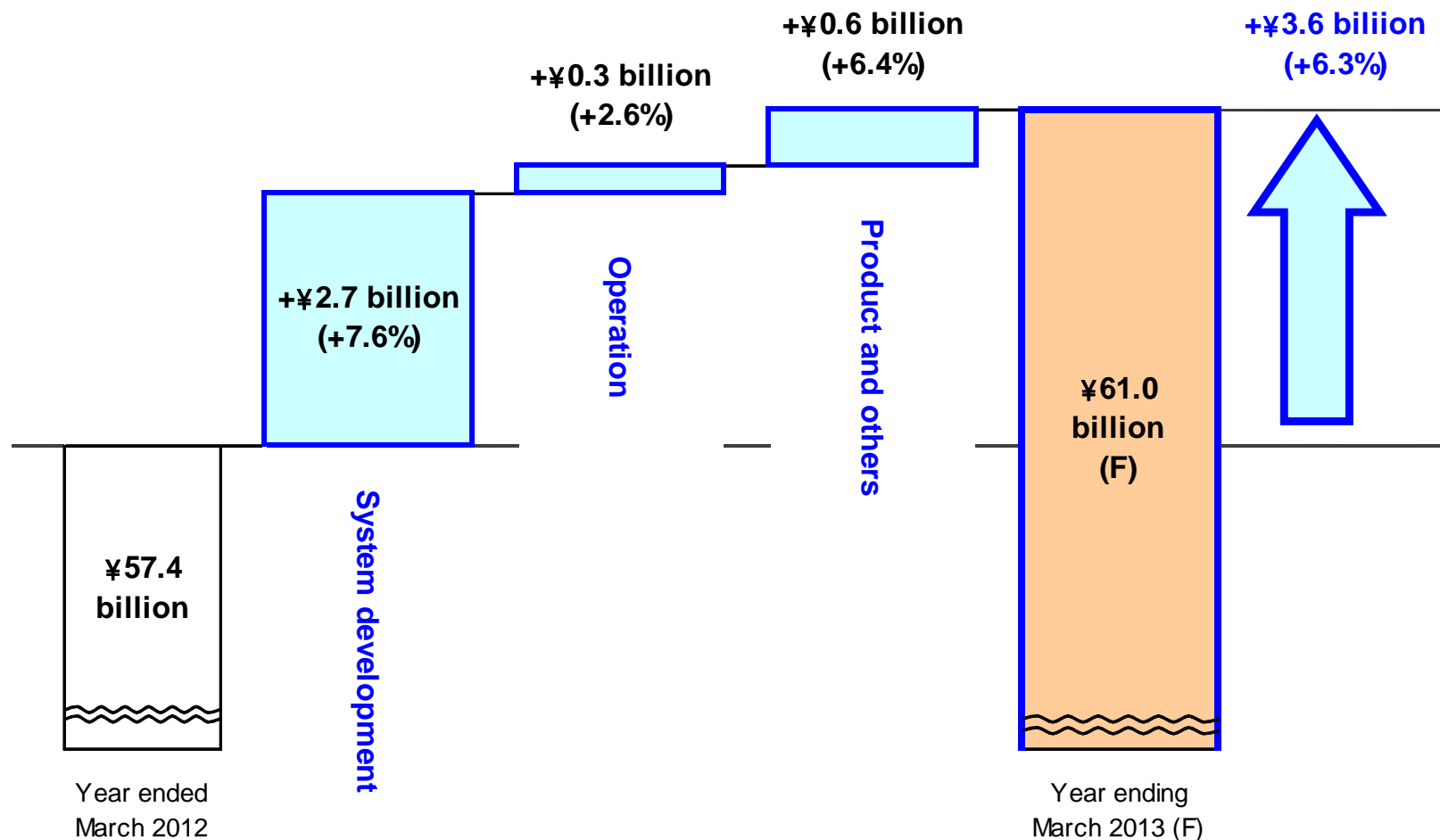
## III. FY 13/3 Forecast

# Outlook for Business Environment (FY13/3)

Sector	Topic	Market trend
Finance	<ul style="list-style-type: none"> <li>• Large projects will shift from the review phase to full-fledged launch.</li> <li>• Projects related to settlement, information, overseas are expected to take form.</li> <li>• Strong investments in integrated projects will likely continue.</li> <li>• Strong activity expected among life and non-life insurance, other trust companies, etc.</li> </ul>	
Transportation & Communications	<ul style="list-style-type: none"> <li>• Strong investments will likely continue for mobile communications, especially in the smartphone-related areas.</li> <li>• Transportation sector projects expected to remain firm</li> </ul>	
Services Other	<ul style="list-style-type: none"> <li>• Strong investments will likely continue in ERP- (manufacturing, wholesale, retail, etc.) and embedding-related (manufacturing) areas; to focus on new areas in the public sector.</li> </ul>	

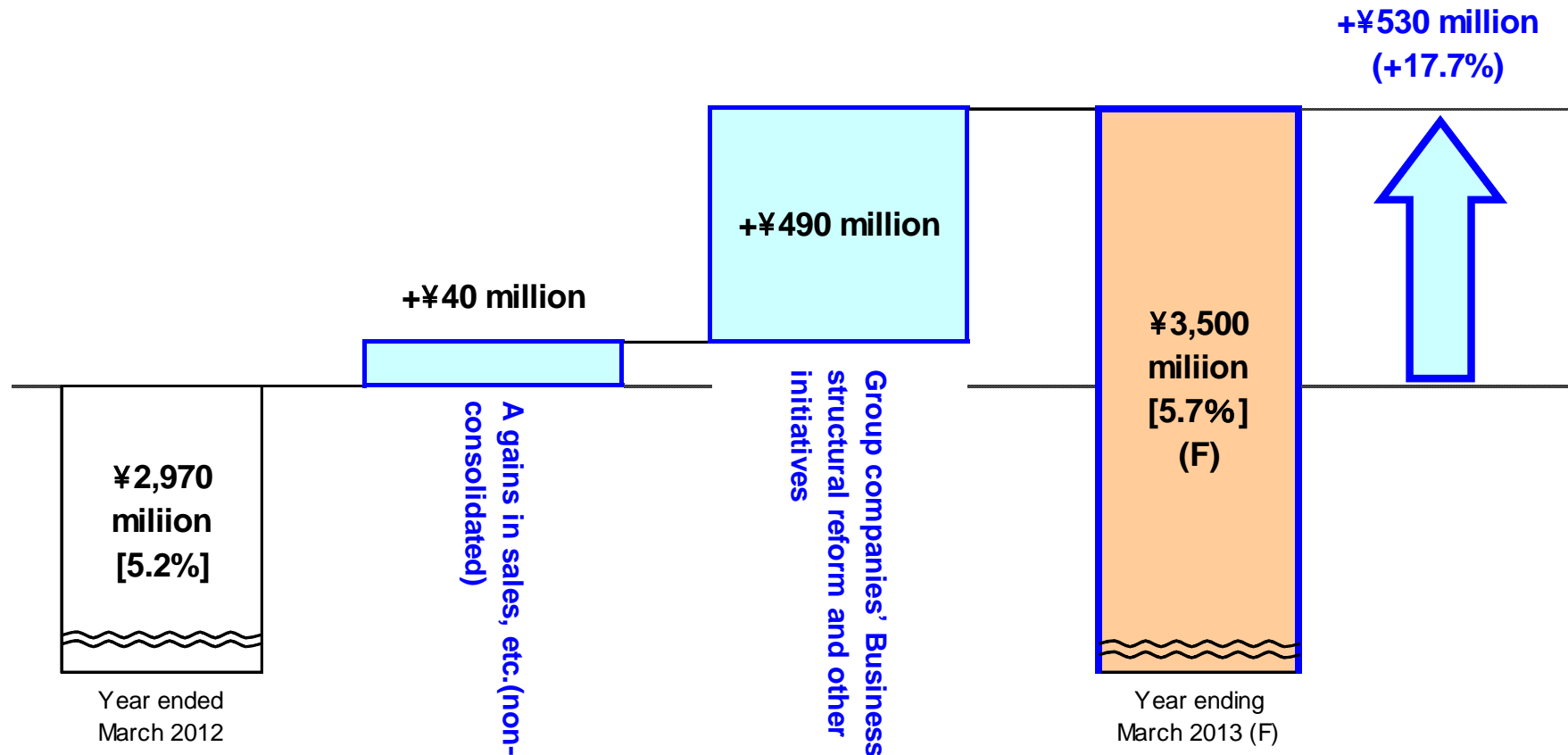
# Sales Forecast (Consolidated)(FY13/3)

System development, especially for the financial sector, is expected to be a driving force; operation projects will likely remain firm; sales expected to increase in Products due to enhanced sales activity



# Operating Income Forecast (Consolidated, FY13/3)

Operating income up due to business structural reform of each Group company and other initiatives



# Non-Consolidated and Consolidated Performance Forecasts for Fiscal Year Ending March 2013



(Units: Million yen, %)

	Non-consolidated				Consolidated			
	Amount	Ratio to sales (%)	YoY		Amount	Ratio to sales (%)	YoY	
<b>Net sales</b>	<b>36,900</b>	-	<b>107.0%</b>	<b>+2,397</b>	<b>61,000</b>	-	<b>106.3%</b>	<b>+3,614</b>
Gross profit	5,950	16.1%	103.9%	+222	9,300	15.2%	108.0%	+688
SG&A expenses	3,200	8.7%	105.9%	+179	5,800	9.5%	102.9%	+162
<b>Operating income</b>	<b>2,750</b>	<b>7.5%</b>	<b>101.6%</b>	<b>+42</b>	<b>3,500</b>	<b>5.7%</b>	<b>117.7%</b>	<b>+526</b>
Recurring income	2,900	7.9%	100.6%	+17	3,550	5.8%	115.7%	+480
Net income	1,650	4.5%	103.4%	+54	1,800	3.0%	115.7%	+244

# Non-Consolidated and Consolidated Performance

## Forecasts for First Half of Fiscal Year Ending March 2013



(Units: Million yen, %)

	Non-consolidated				Consolidated			
	Amount	Ratio to sales (%)	YoY		Amount	Ratio to sales (%)	YoY	
<b>Net sales</b>	<b>17,300</b>	-	<b>102.7%</b>	<b>+451</b>	<b>29,700</b>	-	<b>105.3%</b>	<b>+1,499</b>
Gross profit	2,450	14.2%	92.7%	-191	4,100	13.8%	104.6%	+180
SG&A expenses	1,600	9.2%	103.4%	+52	2,950	9.9%	101.6%	+45
<b>Operating income</b>	<b>850</b>	<b>4.9%</b>	<b>77.7%</b>	<b>-244</b>	<b>1,150</b>	<b>3.9%</b>	<b>113.3%</b>	<b>+134</b>
Recurring income	900	5.2%	73.2%	-329	1,200	4.0%	112.4%	+132
Net income	500	2.9%	62.3%	-302	600	2.0%	117.7%	+90



# Reference) Full-year forecasts for group companies for fiscal year ending March 2013

(Units: Million yen, %)

Company name	Net sales		Operating income		
	Amount	Year on year	Amount	Ratio to sales (%)	Year on year
DATALINKS CORPORATION	8,039	100.9%	223	2.8%	103.5%
DIGITAL TECHNOLOGIES	6,830	121.8%	196	2.9%	778.3%
FAITEC CORPORATION	5,500	100.3%	510	9.3%	494.1%
JAPAN SYSTEMS ENGINEERING CORPORATION	4,168	103.5%	266	6.4%	159.4%
KYUSHU DTS CORPORATION	1,350	101.0%	69	5.1%	140.6%
SOUGOU SYSTEM SERVICE CORPORATION	1,040	102.6%	31	3.0%	[+142]
MIRUCA CORPORATION	400	103.7%	16	4.0%	416.1%

Notes: Figures for each company are on a non-consolidated basis, so the total does not equal consolidated figures.  
 Figures in brackets represent FY 13/3 amount minus FY 12/3 amount.

# Dividend

**Dividend payment of ¥30 per share, as initially planned,  
 for fiscal year ended March 2012**  
**Projected dividend payment of ¥30 per share, payout ratio of 39.6%  
 for fiscal year ending March 2013**

	End of second half	Year end	Full year	Payout ratio (consolidated)
<b>FY 12/3</b>	<b>¥15</b>	(Forecast) <b>¥15</b>	(Forecast) <b>¥30</b>	(Forecast) <b>45.9%</b>
<b>FY 13/3</b>	(Forecast) <b>¥15</b>	(Forecast) <b>¥15</b>	(Forecast) <b>¥30</b>	(Forecast) <b>39.6%</b>