

# News Release



January 31, 2019

To whom it may concern:

Company: SCSK Corporation  
Representative: Tooru Tanihara  
(Representative Director, President and Chief Operating Officer)  
(Securities Code: 9719; First Section, TSE)  
Contact: Tetsuya Fukunaga  
Director, Senior Managing Executive Officer  
(Tel: +81-3-5166-2500)

## **Notice Concerning Commencement of Tender Offer for the Shares of JIEC Co., Ltd. (Securities Code: 4291)**

SCSK Corporation (the “Tender Offeror” or the “Company”) hereby announces that, at the meeting of its board of directors held today, the Company resolved to acquire the common stock (the “Target Company Common Stock”) of JIEC Co., Ltd. (the “Target Company”) (Securities Code: 4291, the Second Section of the Tokyo Stock Exchange Inc. (the “Tokyo Stock Exchange”)) through the tender offer (the “Tender Offer”) under the Financial Instruments and Exchange Act (Act No. 25 of 1948, as amended) (the “Act”).

### 1. Purpose, Etc. of Purchase, Etc.

#### (1) Overview of the Tender Offer

As of today, the Company holds 4,768,000 shares of the Target Company Common Stock (ownership ratio (Note): 69.52%) listed on the Second Section of the Tokyo Stock Exchange, and the Target Company is a consolidated subsidiary of the Company. The Company resolved at the meeting of its board of directors held on January 31, 2019 to implement the Tender Offer as part of the transaction (the “Transaction”) to acquire all of the Target Company Common Stock (excluding the Target Company Common Stock held by the Company and the treasury shares held by the Target Company; hereinafter the same shall apply) with the aim of making the Target Company a wholly-owned subsidiary of the Company.

(Note) “Ownership ratio” means the ratio to 6,858,914 shares, which is the total number of issued shares of the Target Company as of December 31, 2018 (i.e., 6,859,100 shares) set forth in the “Non-consolidated Financial Results for the 3rd Quarter of Fiscal Year Ending March 31,

2019 (Prepared in Conformity with Generally Accepted Accounting Principles in Japan)” (the “Quarterly Financial Results”), as announced by the Target Company on January 31, 2019, less the number of the treasury shares held by the Target Company as of the same date (i.e., 186 shares) (with being rounded off to the second decimal place; hereinafter the same shall apply with respect to the ownership ratio unless otherwise provided).

Since the Company has set no minimum or maximum number of shares to be purchased through the Tender Offer, the Company shall purchase all share certificates, etc. tendered through the Tender Offer (the “Tendered Share Certificates, Etc.”).

As the Company aims to make the Target Company a wholly-owned subsidiary of the Company, if the Company fails to acquire all of the Target Company Common Stock through the Tender Offer, the Company intends to acquire all of the Target Company Common Stock by implementing the series of procedures designed to make the Company the sole shareholder of the Target Company that are set forth in the section titled “(4) Policy for Organizational Restructuring, Etc. After the Tender Offer (Matters Relating to So-called “Two-step Acquisition”)” below.

According to the “Announcement of Opinion in Support of the Tender Offer for Our Shares to be Conducted by SCSK Corporation, a Controlling Shareholder, and Recommendation for Our Shareholders to Tender their Shares in the Tender Offer” (the “Target Company Press Release”) that was announced by the Target Company on January 31, 2019, at the meeting of its board of directors held on January 31, 2019, Target Company approved a resolution to express its opinion in favor of the Tender Offer and to recommend that shareholders of the Target Company tender their shares through the Tender Offer.

For details of the foregoing resolution of the board of directors of the Target Company, please see the Target Company Press Release and “e. Unanimous Approval of All Non-interested Directors of the Target Company,” “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” below.

- (2) Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer
  - a. Background to, purpose of and decision-making process of the Tender Offer

The Company is a global IT service company created in October 2011 through the merger with Sumisho Computer Systems Corporation. as the absorbing company (an information service provider which was established in 1969 as a subsidiary of Sumitomo Corp. (“SC”) in the name of Sumisho Computer Service

Corp., listed on the Second Section of the Tokyo Stock Exchange in 1989 and shifted to the First Section of the Tokyo Stock Exchange in 1991, and the trade name of which was changed to Sumisho Computer Systems Corp. in 1992) and CSK Corp. as the absorbed company (an independent information service provider which was established in 1968, listed on the Second Section of the Tokyo Stock Exchange in 1982 and shifted to the First Section of the Tokyo Stock Exchange in 1985) (the Company changed its trade name from Sumisho Computer Systems Corp. to the current trade name upon the merger). As of today, the Company is listed on the First Section of the Tokyo Stock Exchange.

Under its management philosophy of “Create Our Future of Dreams”, the Company is committed to transform itself, achieve further advancement, support the Japanese economy and industry with IT, produce new value through IT and work with customers and society to create a future they desire in the spirit of partnership, thereby seeking to become a leading company in the IT service industry that is widely recognized as being outstanding in a broad range of aspects from technology and service quality to customer satisfaction, human resources and management quality.

As of today, the Company Group comprises of the Company, 20 consolidated subsidiaries, one (1) equity-method affiliate and one (1) equity-method non-consolidated subsidiary. Through close coordination of the business segments (Manufacturing & Telecommunication Systems, Distribution & Media Systems, Financial Systems, Global System Solutions & Innovation, Business Solutions, IT Platform Solutions, IT Management and Other), the Company provides systems development, IT infrastructure development, IT management, business process outsourcing (BPO), IT hardware and software sales and other services.

Meanwhile, the Target Company was established in September 1985 with the trade name being Japan Information Engineering Co., Ltd., which was a joint venture established by CSK Corp. (ownership ratio: 65%) and IBM Japan Ltd. (ownership ratio: 35%), and in July 2001 listed its stock on the Second Section of the Tokyo Stock Exchange. Prior to the listing, the Company increased its ownership ratio to 81.9% by purchasing the shares from IBM Japan Ltd. Upon the listing, the Company’s ownership ratio changed to 67.1% through issuance by the Target Company of new shares and offering by the Company of a part of its shares in the Target Company. After the listing, the Company increased its ownership ratio to 71.2% by purchasing the shares from IBM Japan Ltd. After that, the Company’s ownership ratio was changed to the current ratio through, among others, exercise of stock options.

The Target Company belongs to the Company Group, which aims to solve problems for customers and communities by using advanced IT services and ideas beyond the conventional thinking, and to pursue sustainable growth for the future. The Target Company and the Company have collaborated each other and pursued to deepen the relationship with existing customers and develop new customers.

The Target Company plays an important role in the Company Group with its thorough knowledge of IBM's products and technologies, especially fundamental technologies\*<sup>1</sup>, mainly in areas of system and application development which require high-level fundamental technologies.

With the corporate motto of "Professional Services," the Target Company's basic management policy is to pursue technology and quality that satisfy customers and to actively make proposals to its customers in order to meet their IT implementation needs. With its management philosophies of "making proposals to customers," "assuming social responsibility" and "trusting employees," the Target Company has been working to maintain an awareness of its social responsibility while growing together with its employees in order to become a long-term partner for its customers.

\*1: "Fundamental technologies" means applied technologies that combine operating system, database, network and other basic products and controlling technologies without relying on applications.

At present, the Japanese IT service market, where the Company Group, including the Target Company, conduct its business, is expected to maintain mild growth; meanwhile, given the diversifying needs of IT-using customers and the paradigm shift from ownership of systems to use of systems, there is a growing need for a structural change -- that is to say, from a conventional business model, such as labor-intensive contracted development, to a "service provision" business model. In addition, in light of business digitization trends based on deployment of IoT\*<sup>2</sup>, FinTech\*<sup>3</sup>, AI\*<sup>4</sup>, omni-channel\*<sup>5</sup> and other new technologies, customers are changing the purpose of investment from improving operational efficiency to enhancing the competitiveness of their business with cutting-edge technology and realizing business transformation. Welcoming these changes in the market as growth opportunities, in order to aim to serve as customers' strategic IT partner and achieve business growth and enhance corporate value together with them, in April 2015, the Company made a medium-term business plan covering the period through the fiscal year ending March 2020 and has implemented the following three basic strategies: a shift to the service provision business model, promotion of strategic businesses that factor in the changing times, and the second stage of global expansion.

While promoting the basic strategies, the Company is also moving steadily forward with measures to fortify its business foundation, such as the promotion of company-wide development standards and the strengthening of project management capabilities to improve operational quality, and enhancing the efficiency of offices and implementing business process reform to improve business efficiency; in addition, with the aim of building greater trust of customers and shareholders, the Company is continuing to develop company-wide internal control, risk management, compliance, security management and other internal management frameworks.

\*2: IoT: Internet of Things

\*3: FinTech: IT innovation in financial services

\*4: AI: Artificial intelligence

\*5: omni-channel: System to be used by sellers to manage integrally by IT multiple channels of sales and customer contacts, including physical stores, mail order, online stores and SNS, in order to enhance the convenience for consumers and realize diversified purchasing opportunities.

(i) Shift to the service provision business model

The Company is enhancing its competitiveness in the market by creating proprietary, high added-value services and expanding business through long-term, stable relationships with customers.

In this context, the Company is expanding its existing services by utilizing technologies and intellectual properties that the Company cultivated heretofore, such as SaaS applications\*<sup>6</sup> offered to retailers, pharmacies and other customers in the distribution sector, USiZE which is a pay-per-use IT infrastructure service\*<sup>7</sup>, and contact centers\*<sup>8</sup> and other BPO services\*<sup>9</sup>. The Company is also promoting and expanding service provision businesses by, among others, providing a SaaS service that combines ProActive solutions (the Company's proprietary ERP package\*<sup>10</sup>) with USiZE in order to realize flexible use responding to customers' needs.

More specifically, the Company aims to provide next-generation contact centers, which offer seamless support to customer inquiries that, with the spread of smartphones and Internet use, come from multiple channels including phone, email and social media websites, to achieve higher value by combining voice recognition systems and AI technologies, and to create new services that leverage cutting-edge technology and the Company's own intellectual property and IT assets by, among others, building stronger partnerships with companies boasting strengths in AI and other specialized fields.

Through these initiatives, the Company seeks to significantly enhance its own growth potential and achieve transformation of business structure for the high growth and high profit outlined in the medium-term management plan; to this end, the Company is continuously engaged in producing services that precisely meet customer needs and bolster its proposal activities.

- \*6: SaaS (Software as a Service) applications: Application for a customer to use an application of a provider as a service via network, such as the Internet.
- \*7: pay-per-use IT infrastructure service: Infrastructure platform service which provides IT infrastructure as a service, and which charges customers according to the amount they use.
- \*8: contact center: Organization or function which responds to customers of a company (for example, reservation and customer support).
- \*9: BPO (Business Process Outsourcing) services: Services that undertake various works of companies as an outsourcee.
- \*10: ERP package: Core integrated system for business processes which consists of accounting, sales, purchasing and inventory management, export control, asset management, personnel, payroll, attendance and human resources management and personal number management.

(ii) Promotion of strategic businesses that factor in the changing times

By using its human resources, technological skills, experience and the know-how the Company has cultivated, the Company is allocating its management resources preferentially to the fields of our strengths and growth industries while assessing its growth potential, and aiming to expand them as its strategic businesses.

For instance, in the field of automobile onboard systems, developing the software necessary for a single automobile has become a large and sophisticated business, and at the same time, the momentum is growing for compliance with global standard specifications.

Amid such environment, the Company seeks to become a top vendor of OS and middleware for automobile onboard software development, what is called BSW\*<sup>11</sup>, based on the global standard specifications, and to this end the Company is substantially increasing its workforce and making investments in R&D and business promotion.

Since November 2014, the Company has promoted businesses related to AUTOSAR\*<sup>12</sup>, a standardized on-board software specification, by supporting Japanese automakers and auto parts makers in their development of ECU software\*<sup>13</sup> with automotive IT companies contributing their own special expertise through a strategic business alliance in relation to the automobile onboard system businesses. As part of the achievements, since October 2015, the Company has offered

QINeS BSW, AUTOSAR-compliant automotive basic software having its proprietary real-time OS, and peripheral services and received BSW-related orders from multiple parts suppliers.

\*11: BSW (Basic Software): Operating system, drivers and middleware for computers for automotive control.

\*12: AUTOSAR (The Automotive Open System Architecture): International standards for on-board software established in 2003.

\*13: ECU (Electronic Control Software): Computer which electronically controls various automotive functions.

(iii) The second stage of global expansion

The Company defines the “greater Japanese market” to be IT demand in connection with client companies’ overseas forays, that is, all of demand for IT services generated during the process of Japanese companies expanding their business activities from within Japan to other countries.

The Company has made it a part of its global strategies to provide Japanese-style high-quality and detailed support, which satisfies the needs of customers, to this greater Japanese market, by drawing on its experience and know-how in providing IT support to the SC Group and many other client companies in their global expansion and actively promoted its global business. The Company continuously examines and carries out alliances with local companies in foreign markets, etc. to enable the Company to respond flexibly to the global expansion of a wide variety of Japanese companies.

Meanwhile, aiming to become “the top-level company in the IT service industry with best-in-class fundamental technologies as a core strength” in the medium-to-long-term, the Target Company has established the following policies: (i) working on the improvement of “technology, customer satisfaction, profitability and an employee-friendly working environment,” and (ii) carrying out “the reform of earnings structure” and realizing “business-driven growth leveraging the Target Company’s strengths.” in a step-by-step manner. Specifically, the Target Company has been promoting three basic strategies as measures to pursue the above policies: (a) reforming existing business models; (b) developing new business; and (c) creating an employee-friendly working environment.

The Target Company has been enhancing the profitability and quality of its existing business through the expansion of its pay-for-product business and, at the same time, the Target Company has been reforming its business portfolio by concentrating its resources in the basement and SAP businesses<sup>\*14</sup>, and focusing on

the Target Company's strengths in the application business. Further, the Target Company will promote deepening the relationship with its existing customers and development of new customers through "cooperation and collaboration with the Company Group."

With respect to new business, which is important from the viewpoint of medium-to-long-term growth and securing a revenue base, the Company has been actively promoting the "creation and development of new services" by utilizing the Company's strengths in technology and business including AI, publicly available API<sup>\*15</sup>, RPA<sup>\*16</sup> and others.

The Target Company has been working to create an employee-friendly working environment by "promoting diversity," "raising salary levels" and "encouraging communication and promoting teleworking." The Target Company recognizes these measures are important management issues since they contribute to motivating employees and improving productivity as a company. Through the implementation of these measures, the Target Company aims to improve business productivity and work-life balance.

\*14: SAP business: the business related to ERP (Enterprise Resource Planning) software developed by SAP SE, a software company established in Germany.

\*15: API (Application Programming Interface): The sharing and publication of software functions.

\*16: RPA (Robotic Process Automation): Task automation using robots.

Given the current business environment with the rapid advancement of IT technology and diversifying customer needs, the Company believes that, in order to promote its basic strategy, operate both new and existing businesses and ensure that the Company captures the present robust IT investing demand and achieve earnings growth, the Company will need not only measures centering on the basic strategy to bolster its earnings power, but also a broader range of initiatives to achieve a higher level of business quality, enhance productivity and otherwise strengthen earnings power, and enhance its management and revenue foundations, and the Company Group, which includes the Target Company, must work together as a group to respond flexibly to changes in the business environment, such as transformation of business structure.

Meanwhile, the Target Company believes that in the industry the Target Company belongs in recent years, effective use of IT will create new value in customers' existing businesses, differentiating those businesses from others and enhancing profitability. In particular, technologies such as AI, RPA, IoT, FinTech and big data have been attracting attention, and the Target Company believes these technologies must be actively leveraged. Further, as Japanese companies are being required to reform their working styles, there is a

growing expectation that IT will contribute to increased productivity, labor-saving, and task automation, so strong demand is expected.

However, recent technological progress has been rapid and customers now require more sophisticated and diverse technologies, increasing competition among IT service providers; therefore the environment surrounding the Target Company is challenging in general.

In order to respond this environment, the Target Company works to differentiate itself from others by leveraging its management resources and accumulating business expertise. However, the financial position and performance of the Target Company may be materially affected if multiple aspects of the economic environment or customer needs should change rapidly, or if price competition in the industry should significantly intensify for a sustained period. Further, contracts for system development are mainly based either on pay-for-work or pay-for-product. Pay-for-work contracts require the Target Company to carry out the customers' wishes and do not allow the Target Company to take advantage of management efforts such as proper allocation of personnel, productivity and quality improvements, and other measures. Also pay-for-work contracts currently make up sixty percent of the Target Company's sales. Therefore it is believed that increasing the proportion of pay-for-product contracts in the Target Company by making efforts to negotiate for the shift to pay-for-product contracts, improving the proposals to the customers, devising a better way to provide such proposal and other efforts will result in increased profitability. Also, as many competitors are making steady progress in improving profitability and introducing new business, it is important for the Target Company to take measures such as expanding new business while it shifts to a pay-for-product business model, in order to further increase revenue. Consequently, the Target Company believes that dynamic reform of its business structure in response to the change in market environment is an urgent task because by sticking to the current business model the Target Company may underperform in comparison to competitors.

Given the foregoing situation, the Company is aware that for the Company Group, including the Target Company, to stay abreast of changes in the business environment, it is necessary that the management resources of the Company Group and the Target Company are optimized and centrally managed so that both can flexibly use and share the resources they require, and that operations be managed from a medium-to-long-term perspective. Moreover, while the Target Company is a consolidated subsidiary of the Company, it is a listed company; accordingly, it is anticipated that, from the perspective of independence, there would be restrictions on the aforementioned mutual use of the management resources such as foundation, etc. of customer, business and finance among the Company Group. As explained earlier, the Company Group aims to enhance its corporate value by operating both new and existing businesses through promoting its basic strategies including the shift to the service provision business model described in the

medium-term management plan covering the period until the fiscal year ending March 2020. While, in order to stay abreast of changes in the business environment and realize the sustainable growth, the Company Group believes that it is necessary to take broad range of initiatives to achieve a higher level of business quality, enhance productivity and otherwise strengthen earnings power, and enhances its management and revenue foundations, and that it is essential for the entire Company Group including the Target Company to take flexible measures such as transformation of business structure, it is anticipated that the managerial strategy from the medium-to-long-term viewpoint might not be congruous with the interests of existing minority shareholders of the Target Company. Accordingly, the Company believes that taking the Target Company private through the Transaction will be necessary for the Company Group. That is to say, the Company thought that, in order to strengthen the medium-to-long-term competitiveness of the Company Group, including the Target Company, and to implement flexible management measures, the Company needs to operate the Company Group as a single entity; accordingly, the Company concluded that it would be difficult to swiftly carry out the foregoing measures while maintaining the Target Company as a listed company.

For this reason, so that the Company Group and the Target Company are able to mutually and proactively utilize the customer bases, business bases, financial bases and other resources for the purpose of strengthening the competitive edge of the Company Group, including the Target Company, in the IT service market and achieving sustainable growth while swiftly addressing changes in the business environment the Company Group faces, the Company began considering turning the Target Company into a wholly-owned subsidiary of the Company in late August 2018. Then the Company reached the conclusion that, in order to address the conflict of interest between the Company and the minority shareholders of the Target Company, achieve both optimal allocation and centralized management of resources in the Company Group and maximize the corporate value of the both companies, it would be optimal to take the Target Company private and turn it into a wholly-owned subsidiary of the Company.

Also, the Company believes that it would be optimal to implement the Transaction at this point of time given that only approximately one year is left before the fiscal year ending March 2020, which is the final year covered by the current medium-term management plan of the Company, and that it would contribute to construction of the business structure which will enable the Company to promptly carry out the management strategies based on the next medium-term management plan covering the period after the fiscal year ending March 2021, which the Company is presently preparing.

Based on the consideration above, in the middle of September 2018, the Company appointed Nomura Securities Co., Ltd. (“Nomura Securities”) as a financial advisor and third-party valuation institution independent from both the Company and the Target Company, and Nagashima Ohno & Tsunematsu as its

external legal advisor, and commenced preliminary discussions and considerations regarding the Transaction. In late September 2018, the Company made a proposal to the Target Company to commence discussions and negotiations regarding the Transaction. Thereafter, the Company conducted due diligence on the Target Company from late November 2018 to late December 2018.

Meanwhile, after receipt of the proposals from the Company in late September 2018, in order to ensure the fairness of the per-share purchase price of the Target Company Common Stock under the Tender Offer (the “Tender Offer Price”) and the Transaction including the Tender Offer, the Target Company selected SMBC Nikko Securities Co., Ltd. (“SMBC Nikko Securities”) as a financial advisor and a third-party valuation institution independent from the Company and the Target Company, and Mori Hamada & Matsumoto as an outside legal advisor. The Target Company also established a third-party committee on December 12, 2018 as an advisory body for the Target Company’s board of directors to consider those proposals. For details of the third-party committee, please refer to “c. Establishment by the Target Company of an Independent Third-Party Committee and Obtainment of Written Report from the Third-Party Committee,” “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” below.

For the purpose of enhancing the corporate value of the both companies, the Company and the Target Company have engaged in repeated negotiations and discussions with respect to the purpose of the Transaction, including the Tender Offer, the management framework and policy after the Transaction, and the terms and conditions of the Transaction, etc.

The followings are specific strategies and business synergies that the Company anticipates after the Transaction.

(i) Expansion of existing businesses at the Target Company

The Target Company primarily engages in systems development and maintenance and platform solutions for the financial services industry, mostly as a subcontractor for leading service providers; however, the both businesses have experienced only mild growth in recent years, creating the need to accelerate the expansion and growth of the scale of business. Given the many overlapping customer bases of the Target Company and the Company, the Company believes that combining the business operations of the Target Company and the Company for medium-to-long-term growth will expand the scale of business, including sharing of target customers and resources, and enhance its business and management flexibility, and this in turn will enable the Company to implement an even more dynamic earnings growth strategy.

In the platform business mainly for financial services industry, the SAP-related business and the application fields (financial services, aviation, etc.) focused by the Target Company, the Company expects that shared use of engineers and cultivation of customers with the Company will further strengthen business operation and sales activities. Furthermore, the Company believes that increased use of the Company's local development bases in Japan will improve productivity, and this in turn will enable the entire Company Group to seek to maximize the Target Company's corporate value.

(ii) Business model change and new business development at the Target Company

To enhance the Target Company's corporate value, the Company believes that it will be essential for the Target Company to end its current business model of primarily serving as a subcontractor for leading service providers and implement medium-to-long-term growth strategies, including new business development, for the purpose of creating distinctive businesses. Carrying out business operations with the Company as a single entity, leveraging the Company Group's comprehensive prowess, and utilizing the customer base, business base, financial base and other resources of the Company Group will enable the Target Company to devise a dynamic growth strategy and promote a business model change and new business development.

(iii) Developing and recruiting personnel at the Target Company

With respect to personnel development, the Target Company will be able to tap the Company Group's personnel development know-how, and thereby bolster its framework for developing personnel and improving engineering prowess. Personnel exchanges will advance the technologies and expertise of the both companies, and the Company Group will also be able to enjoy seamless mutual use of human resources and beef up its engineering prowess.

With respect to recruiting personnel, use of the Company's group recruitment etc. will allow the Target Company to build a base for hiring the talented personnel that it needs.

(iv) Faster and more flexible decision-making for management strategies at the Target Company and the Company Group

As a listed company, the Target Company needs to operate with a certain emphasis on short-term earnings so as to prevent any damage to the interest of its shareholders. After the Transaction, the Company expects that the Target Company will be able to seamlessly make decisions on management strategies from a longer-term perspective, and this in turn will allow the Target Company to focus further on implementing measures designed to achieve sustainable growth.

What this will mean for the Company Group is that it will resolve the issue of conflict of interest with the Target Company's minority shareholders in terms of management strategies of the Company Group, which includes the Target Company, and allow for faster and more flexible decision-making.

Moreover, given that maintaining the Target Company listed for building the Target Company's distinctive brand power requires high management costs and other burdens, the Company believes that doing away with the management burdens associated with remaining a listed company and concentrating resources instead on business growth will contribute to enhancement of the Target Company's corporate value.

As discussed above, the Company reached the conclusion that turning the Target Company into a wholly-owned subsidiary of the Company would avert the possibility of a future conflict of interest between the parent company and minority shareholders arising from both the parent and the subsidiary being listed companies, allow for mutual use without any restrictions of resources such as customer, business and finance bases, and enable to make decisions regarding management strategies for the Target Company and the Company Group more flexibly and quickly, and that this would be immensely beneficial for enhancement of the corporate value of the Company Group, including the Target Company. Accordingly, at the board of directors meeting held on January 31, 2019, the Company approved a resolution to commence the Tender Offer.

According to the Press Release of the Target Company, it discussed and deliberated the terms of the Transactions with the utmost care from the perspective of increasing corporate value based on the legal advice received from Mori Hamada & Matsumoto and the share valuation report (the "Target Company's Share Valuation Report") received from SMBC Nikko Securities and observing to the maximum possible extent the written report submitted by the third-party committee (for committee members and other specific advisory matters, see "c. Establishment by the Target Company of an Independent Third-Party Committee and Obtainment of Written Report from the Third-Party Committee," "(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)" under "(B) Background of Calculation" of "(4) Bases, Etc. of Calculation of Price for Purchase, Etc." of "2. Outline of Purchase, Etc." below").

The Target Company believes that, in order to further increase profitability and realize medium-to-long-term growth in an environment where recent technological progress has been rapid and customers now require more sophisticated and diverse technologies, increasing competition among IT service providers, it is necessary to (a) further expand its customer base and strengthen

relationships with existing customers, (b) steadily expand personnel and technology, (c) actively create and develop new business, and take other measures.

With respect to (a) above, the Target Company believes that the Transaction will allow the Target Company to actively leverage the Company's customer base and information, in a way that is currently possible only to a limited scale from the standpoint of maintaining independence and autonomy as a listed company. As a result, there will be increased opportunities for the Target Company to acquire customers in not only the financial, transport and tourism industries, which are the Target Company's main target fields, but also in other various industries as well. The Target Company expects improvements in sales skills and personnel development, which have been difficult to achieve in light of the organizational structure of the Target Company on its own, as a result of the Transaction allowing the Target Company to leverage the Company's management base. Furthermore, the Target Company believes that the integrated management structure with the Company will allow the Target Company to exchange technologies and personnel with the Company, and meet wider range of customers' needs through that information exchange, resulting in strengthened relationships with existing customers.

Regarding (b) above, the Target Company believes that as a result of the Transaction, the Target Company will be able to secure more talented personnel through personnel exchange with the Company, which has been possible to conduct only to a limited scale from the standpoint of maintaining independence and autonomy, and by taking an advantage of the Company's name recognition and recruiting abilities. Also it is expected that the Target Company's personnel development will be further enhanced through leveraging the Company's personnel development program and other resources. The Target Company believes that personnel exchange with the Company will make it easier to secure and utilize personnel with expertise in highly advanced technology, who are otherwise hard to obtain.

Regarding (c) above, the Target Company believes that the Target Company will be able to actively invest its management resources in new business (e.g. business comprehensively using RPA, AI, cloud and other technologies), since increased profitability is expected as a result of expansion and stabilization of the customer base and strengthened relationships with existing customers after the Transaction, and that the Transaction will be likely to enhance human resources. The Target Company believes that the creation and development of new business will improve the Target Company's corporate value in medium-to-long-term, but there is a risk that the Target Company's performance might deteriorate in the short-term due to up-front investment. Therefore the Target

Company concluded that it is desirable to avoid exposing the Target Company's minority shareholders to that risk.

Based on these deliberations, the Target Company concluded that it is essential to comprehensively strengthen cooperation between the Company and the Target Company because becoming a wholly-owned subsidiary of the Company as a result of the Transaction will (a) further expand the customer base and strengthen the relationship with the existing customers by leveraging the Company's customer base, information and other resources, (b) enhance human resources through mutual and more active exchange of personnel and technologies with the Company, and (c) allow the Target Company to share synergies such as the new businesses actively created and developed due to the progress in the stabilization of customer base and other factors.

Also, the Target Company reached the conclusion that unifying its management with the Company by solving any potential conflict of interest between the parent company and its subsidiary, both of which are listed, through privatization of the Target Company will allow the Target Company to (i) share the above synergies leading to increased competitiveness, and (ii) share information and speed up decision-making related to business management, enabling sustainable growth in the challenging and fast-changing environment of the industry.

The Target Company also determined that the Tender Offer Price and other terms and conditions of the Tender Offer are reasonable, and that the Tender Offer would provide the shareholders of the Target Company with an opportunity to sell the Target Company Common Stock at a price inclusive of a reasonable premium and upon reasonable terms and conditions, based on

- (a) the fact that the Tender Offer Price is a price agreed to with the Company based on sincere negotiations conducted on multiple occasions with the Company, and after taking measures to ensure fairness of the Tender Offer as described in“(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of“(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of“2. Outline of Purchase, Etc.” below, and after considering the deliberations of the third-party committee and the advice received from each advisor;
- (b) the fact that the Tender Offer Price exceeds the upper end of the valuation range calculated using the market price analysis and the comparable company analysis, and that is within the valuation range calculated using the discounted cash flow analysis (the “DCF Analysis”) in the Target Company's Share Valuation Report of the Target Company Common Stock by

SMBC Nikko Securities, as described in ““b. Procurement by the Target Company of a Share Valuation Report from an Independent Third-party Valuation Institution,” “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase” below;

- (c) the fact that the Tender Offer Price represents a premium of 39.31% on 1,974 yen, which was the closing price of the Target Company Common Stock quoted on the Second Section of the Tokyo Stock Exchange on January 30, 2019 (which was the business day immediately preceding the announcement date of the Tender Offer); a premium of 38.05% (rounded to two decimal places; the same applies for calculations of premium rates hereinafter) on 1,992 yen (rounded to the nearest yen; the same applies to all closing price averages hereinafter), which is the simple average closing price of the Company Common Stock over the preceding one-month period from January 4, 2019 to January 30, 2019; a premium of 41.10% on 1,949 yen, which is the simple average closing price of the Company Common Stock over the preceding three-month period from October 31, 2018 to January 30, 2019; 41.83% on 1,939 yen, which is the simple average closing price of the Company Common Stock over the preceding six-month period from July 31, 2018 to January 30, 2019;
- (d) the fact that the written report obtained from the independent third-party committee of the Target Company evaluated that the decision-making related to the Transaction (including the determination of the Tender Offer Price and the amount to be delivered in the series of procedures to be taken in order to make the Company the sole shareholder of the Target Company Common Stock.) have been performed through fair procedures and consideration has been given so as not to undermine the interests of the Target Company’s minority shareholders as stated in “ “c. Procurement by the Target Company of a Share Valuation Report from an Independent Third-party Valuation Institution,” “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” below” below, and
- (e) the business environment surrounding the Target Company, performance forecasts and other factors.

Based on above, the Target Company resolved at its board of directors meeting held today to express its opinion in support of the Tender Offer and recommend to tender its shares in the Tender Offer

For the details of the board of directors of the Target Company, see “e. Unanimous Approval of All Non-interested Directors of the Target Company,” “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4) Basis, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” below.

b. Management Policy After the Tender Offer

The Company, after the Target Company becomes a wholly-owned subsidiary of the Company through the Transaction, will seek to further increase the earnings growth potential by accelerating collaboration within the Company Group including the Target Company and speeding up the decision-making process to promote not only use of cutting-edge technology and human resources but also productivity and cost efficiency, and by flexibly responding to business areas based on changes in the business environment in the future, including transformation of a business structure. The Company will also aim to accelerate the profit growth of, and enhance the corporate value of, the entire Company Group, including the Target Company by unifying the management of the both companies.

Although the management structure following the Tender Offer has not yet been determined as of today, the Company plans to hold further discussion with the Target Company going forward with a general policy of respecting the current management structure of the Target Company.

(3) Measures to Ensure the Fairness of the Tender Offer Such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest

In consideration of the fact that the Target Company is a consolidated subsidiary of the Company and that in Target Company’s reviewing the Transaction a structural situation of conflicts of interest may arise, the Company and the Target Company implemented the following measures to ensure the fairness of the Tender Offer, while also eliminating the arbitrariness of decision-making concerning the Transaction and securing the fairness, transparency and objectiveness of the Target Company’s decision-making process and avoiding conflicts of interest.

- a. Procurement by the Tender Offeror of a share valuation report from an independent third-party valuation institution
- b. Procurement by the Target Company of a share valuation report from an independent third-party valuation institution

- c. Establishment by the Target Company of an independent third-party committee and obtainment of written report to questions from the third-party committee
- d. Advice to the Target Company from an independent legal advisor
- e. Unanimous approval of all non-interested directors of the Target Company
- f. Measures to secure opportunities for others to make any competing offers

For details of the measures above, please refer to “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” under “(B) Background of Calculation” of “(4)Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline Purchase, Etc.” below.

- (4) Policy for Organizational Restructuring, Etc. After the Tender Offer (Matters Relating to So-called “Two-step Acquisition”)

As stated in “(1) Overview of the Tender Offer” above, the Company is contemplating turning the Target Company a wholly-owned subsidiary of the Company, and if the Company is unable to acquire all of the Target Company Common Stock, after the completion of the Tender Offer, the Company, for the purpose of purchasing all of the Target Company Common Stock, intends to implement the following procedures:

- a. Demand for Shares Cash-Out

If, upon completion of the Tender Offer, the Company owns 90% or more of the voting rights of all shareholders of the Target Company and the Company becomes a special controlling shareholder as set forth in Article 179, Paragraph 1 of the Companies Act (Act No. 86 of 2005, as amended; hereinafter the same), the Company plans to request all of the Target Company’s shareholders (excluding the Company and the Target Company; hereinafter the same) to sell all of the Target Company Common Stock they own pursuant to the provisions of Part II, Chapter II, Section 4-2 of the Companies Act (the “Demand for Shares Cash-Out”), promptly after the completion of the settlement of the Tender Offer. In the Demand for Shares Cash-Out, the Company plans to set forth that the amount equivalent to the Tender Offer Price will be delivered to the Target Company’s shareholders as the price per share of the Target Company Common Stock. In such case, the Company will notify the Target Company of it and will require the Target Company to approve the Demand for Shares Cash-Out. If the Target Company approves the Demand for Shares Cash-Out by a resolution of its board of directors, in accordance with the procedures set forth in the relevant laws and ordinances, without individual approvals by the Target Company’s shareholders, the Company will acquire, as of the acquisition date set forth in the Demand for Shares Cash-Out, all of the Target Company Common Stock owned by the Target Company’s shareholders. The Company plans to deliver the amount equivalent to the Tender Offer Price to each of such Target

Company's shareholders as the price per share of the Target Company Common Stock owned by each of the Target Company's shareholders. In addition, according to the Target Company Press Release, if the Target Company receives from the Company its intention to Demand for Shares Cash-Out and the notice regarding the matters set forth in each item of Article 179-2, Paragraph 1 of the Companies Act, the board of directors of the Target Company plans to approve the Demand for Shares Cash-Out. If the Demand for Shares Cash-Out is made, the Target Company's shareholders may file a petition with a court to determine the sale price of the Target Company Common Stock that they own, pursuant to the provisions of Article 179-8 of the Companies Act and other relevant laws or ordinances.

b. Share Consolidation

On the other hand, if, after the completion of the Tender Offer, the Company owns less than 90% of the Target Company's voting rights, the Company plans to request the Target Company to hold an extraordinary meeting of shareholders (the "Extraordinary Shareholders' Meeting") that will resolve proposals including: (a) a proposal regarding consolidation of the Target Company Common Stock (the "Share Consolidation") under Article 180 of the Companies Act and (b) a proposal regarding an amendment to the articles of incorporation subject to the Share Consolidation becoming effective for the purpose of abolishing the provision regarding the number of shares constituting one unit of stock. In light of increasing the corporate value of the Target Company, the Company believes that it is desirable to hold the Extraordinary Shareholders' Meeting as soon as possible. Therefore, the Company plans to request the Target Company to make a public notice of setting the reference date during the period for purchase etc. in regard to the Tender Offer (the "Tender Offer Period") in order to set a reference date to be certain day within a few days after the settlement commencement date (as of today, it is scheduled to be March 31, 2019). The Company plans to vote in favor of each of the above-mentioned proposals at the Extraordinary Shareholders' Meeting.

If the proposal regarding the Share Consolidation is approved at the Extraordinary Shareholders' Meeting, as of the effective date of the Share Consolidation, the number of the Target Company Common Stock owned by the shareholders of the Target Company will be changed in proportion to the ratio for the Share Consolidation approved at the Extraordinary Shareholders' Meeting. In the case where any fractional share less than one share arises as a result of the Share Consolidation, the amount of cash to be obtained by selling the Target Company Common Stock in the amount equivalent to the aggregate of such fractional shares (if there are any fractional shares less than one share in the aggregate, such fraction will be discarded; hereinafter the same) to the Target Company or the Company, etc., will be delivered to the shareholders of the Target Company pursuant to Article 235 of the Companies Act and other relevant laws or ordinances. With respect to the sale price of the Target Company Common Stock in the amount

equivalent to the aggregate of such fractional shares, the Company plans to request the Target Company to determine such price so that the amount of money to be delivered to each of the Target Company's shareholders who did not tender their shares in the Tender Offer as a result of such sale will be equal to the amount obtained by multiplying (a) the Tender Offer Price by (b) the number of the Target Company Common Stock held by such shareholder, and file a petition with a court for permission for such voluntary sale. The proportion of consolidation of the Target Company Common Stock has yet to be determined as of today; however, so that the Company will be the sole holder of all of the Target Company Common Stock (excluding the treasury shares owned by the Target Company), a determination will be made to the effect that the number of Target Company Common Stock shares held by Target Company shareholders who did not tender their shares in the Tender Offer will be a fractional number less than one share.

In the case where the Share Consolidation is conducted and any fractional share less than one share arises, the shareholders of the Target Company may request the Target Company to purchase at a fair price all of its fractional shares less than one share and file a petition with a court for determination of the price of the Target Company Common Stock pursuant to the provisions of Articles 182-4 and 182-5 of the Companies Act and other relevant laws or ordinances.

It is not intended in the Tender Offer to solicit the affirmative vote by the Target Company's shareholders at the Extraordinary Shareholders' Meeting.

The procedures described in a. and b. above may take longer than anticipated or may be changed due to the amendment or enforcement of the relevant laws and regulations, the interpretation by the authorities on the relevant laws and regulations, the ownership ratio of the Company or other shareholders of the Target Company in respect of the Target Company Common Stock after the Tender Offer, etc. However, even in such cases, if the Tender Offer is completed, the Company intends to adopt any measures to eventually pay cash to the shareholders of the Target Company who did not tender their shares in the Tender Offer and cause the amount of cash to be paid to each of the shareholders to be equal to the amount obtained by multiplying the Tender Offer Price by the number of the Target Company Common Stock owned by such shareholder. Please note that, if a petition is filed with a court to determine the sale price of the Target Company Common Stock in the Demand for Shares Cash-Out or to determine the price with respect to the request to purchase shares which is made in relation to the Share Consolidation, the sale price of the Target Company Common Stock subject to such petition or the price with respect to the request to purchase shares subject to such petition will ultimately be determined by a court.

Specific procedures and the schedule thereof in each case above will be announced by the Target Company once they are determined through mutual discussions between the Company and the Target Company.

In addition, if the procedures to make the Target Company a wholly-owned subsidiary to the Company (the “Squeeze-out Procedures”) is expected to be completed by June 30, 2019, the Company plans to request the Target Company to partially amend its articles of incorporation to abolish the provision regarding the reference date of the voting rights exercisable at the 35th general shareholders’ meeting of the Target Company (the “General Shareholders’ Meeting”) for the fiscal year ending March, 2019 so that the shareholders after the Squeeze-out Procedures (which will be the Company) may exercise the voting rights at the General Shareholders’ Meeting, subject to the completion of the Squeeze-out Procedures. Therefore, the shareholders who are recorded in the shareholder registry of the Target Company on March 31, 2019 may not be able to exercise their voting rights at the General Shareholders’ Meeting.

Shareholders of the Target Company should consult with tax advisors under their own responsibility regarding tax implications in relation to the tender in the Tender Offer or any of the procedures above.

(5) Possibility of Delisting and Reasons Therefor

As of today, the Target Company Common Stock is listed on the Second Section of the Tokyo Stock Exchange. However, since the Company has not set the maximum number of share certificates, etc. to be purchased, etc. in the Tender Offer, depending on the result of the Tender Offer, the Target Company Common Stock may be delisted pursuant to the procedures prescribed by the Tokyo Stock Exchange in accordance with the Tokyo Stock Exchange’s criteria for delisting. In addition, even if the Target Company Common Stock does not fall under such criteria at the time of the completion of the Tender Offer, if the Company implements each of the procedures described in “(4) Policy for Organizational Restructuring, Etc. After the Tender Offer (Matters Relating to So-called “Two-step Acquisition”)” after the Tender Offer is completed, the Target Company Common Stock will fall under the criteria for delisting and will be delisted pursuant to the prescribed procedures. The Target Company Common Stock will no longer be traded on the Tokyo Stock Exchange after the delisting.

(6) Matters Concerning Material Agreements Related to the Tender Offer

N/A

2. Outline of Purchase, Etc.

(1) Outline of Target Company

(1) Name	JIEC Co., Ltd.	
(2) Location	24-1, Nishi-shinjuku 6-chome, Shinjuku-ku, Tokyo	
(3) Name and Title of Representative	Atsushi Innami, Representative Director and President	
(4) Contents of Business	Design and construction of information system, with the core competence being fundamental technologies.	
(5) Stated Capital	674 million yen	
(6) Date of establishment	September 5, 1985	
(7) Major Shareholders and Ownership Ratios (as of September 30, 2018)	SCSK Corporation	69.51%
	JIEC Employee Stock Ownership Association	10.19%
	STATE STREER BANK AND TRUST COMPANY 505224 (Standing proxy agent: Settlement & Clearing Services Department of Mizuho Bank, Ltd.)	2.18%
	Hikari Tsushin, Inc.	2.02%
	ANA Holdings Inc.	1.45%
	Japan Trustee Services Bank, Ltd. (Trust Account)	0.74%
	GOLDMAN SACHS INTERNATIONAL (Standing proxy agent: Goldman Sachs Japan Co. Ltd.)	0.69%
	STATE STREET BANK AND TRUST CLIENT OMNIBUS ACCOUNT OM 02505002 (Standing proxy agent: Settlement & Clearing Services Department of Mizuho Bank, Ltd.)	0.59%
	STATE STREET BANK AND TRUST COMPANY 505050 (Standing proxy agent: Settlement & Clearing Services Department of Mizuho Bank, Ltd.)	0.46%

	Takuya Iwamoto	0.46%
(8) Relationship between the Listed Company and the Target Company		
Capital Relationship	The Company holds 4,768,000 shares (ownership ratio: 69.52%) of the Target Company Common Stock as of today.	
Personnel Relationship	As of today, the Board of Directors of the Target Company is composed of 10 directors, four of whom hold positions as corporate officer, senior adviser, adviser and employee (including executive officer) at the Company.	
Business Relationship	The Company is outsourcing system development, etc., to the Target Company. For effective financing and fund management across the Company Group, the Company introduces cash management system and holds deposits relating to such system.	
Status as Related Party	The Target Company is a consolidated subsidiary of the Company, and therefore, the Target Company is a related party of the Company.	

(2) Schedule, etc.

(i) Schedule

Resolution of Board of Directors	January 31, 2019 (Thursday)
Date of Notice of Commencement of Tender Offer	February 1, 2019 (Friday) Public disclosure will be made electronically, and a notice of such disclosure will be published in the Nihon Keizai Shimbun. EDINET (electronic disclosure for investors' network): ( <a href="http://disclosure.edinet-fsa.go.jp/">http://disclosure.edinet-fsa.go.jp/</a> )
Filing Date of Tender Offer Statement	February 1, 2019 (Friday)

(ii) Period for Purchase, etc. as of the Time of Filing of Tender Offer Statement

From February 1, 2019 (Friday) to March 18, 2019 (Monday) (31 business days)

(iii) Possible extension of the Tender Offer Period based on the Target Company's request

N/A

(3) Price for Purchase, Etc.

2,750 yen per share of Common Stock

(4) Bases, Etc. of Calculation of Price for Purchase, Etc.

(A) Basis of Calculation

In order to ensure the fairness of the Tender Offer Price, when determining the Tender Offer Price, the Company requested Nomura Securities, a financial advisor, to evaluate the share value of the Target Company Common Stock as a third-party valuation institution that is independent of the Company and the Target Company. Nomura Securities is not a related party to the Company or the Target Company, and has no material interest in the Tender Offer.

As a result of consideration of the calculation methods for the Tender Offer, Nomura Securities calculated the share price for the Target Company Common Stock using (i) the average market price analysis because the Target Company Common Stock are listed on the Second Section of the Tokyo Stock Exchange, (ii) the comparable company analysis because there are listed companies comparable to the Target Company and analogical inference of the share value of the Target Company Common Stock is possible through this approach, and (iii) the DCF Analysis so as to reflect in the evaluation the status of future business activities. The Company obtained the share valuation report from Nomura Securities as of January 31, 2019 (the "Tender Offeror's Valuation Report"). The Company has not obtained an opinion concerning the fairness of the Tender Offer Price (a fairness opinion) from Nomura Securities.

The results of the evaluation by Nomura Securities of the value per share of the Target Company Common Stock are as follows:

Average market price analysis: 1,939 yen to 2,026 yen

Comparable company analysis: 1,840 yen to 2,320 yen

DCF Analysis: 2,415 yen to 3,603 yen

The average market price analysis, with the reference date on January 30, 2019, showed that the value per share of the Target Company Common Stock was in the range of 1,939 yen to 2,026 yen, based on the following prices of the Target Company Common Stock on the Second Section of the Tokyo Stock Exchange: the closing price on the reference date (1,974 yen); the simple average closing price for the past

five (5) business days (2,026 yen (rounded off to the nearest whole yen; hereinafter, the same applies to all simple average closing prices in this paragraph)); the simple average closing price for the past one (1) month (1,992 yen); the simple average closing price for the past three (3) months (1,949 yen); and the simple average closing price for the past six (6) months (1,939 yen).

For the comparable company analysis, the share value of the Target Company Common Stock was calculated by comparing the market prices of the shares and financial indicators showing profitability, etc., of some listed companies engaged in business similar to that conducted by the Target Company. This analysis showed that the value per share of the Target Company Common Stock was in the range of 1,840 yen to 2,320 yen.

For the DCF Analysis, the corporate value and the share value of the Target Company were calculated by first estimating the amount of future free cash flow that the Target Company is expected to generate in and after the fourth quarter of the fiscal year ending March 2019 based on various factors, such as earnings estimates and investment plans in the business plan of the Target Company for four fiscal years from the fiscal year ending March 2019 through the fiscal year ending March 2022 and publicly disclosed information, and then deriving the present value of that amount using a certain discount rate. This analysis showed that the value per share of the Target Company Common Stock was in the range of 2,415 yen to 3,603 yen. It should be noted that the business plan on which the DCF Analysis was premised does not anticipate a large increase or decrease in earnings. Furthermore, the expected synergies to be realized through the implementation of the Transaction are not taken into account because it is difficult to make detailed estimate of the impact on earnings at this point.

In determining the Tender Offer Price, the Company took comprehensively into account several factors, including the valuation results in the Tender Offeror's Valuation Report received from Nomura Securities, the results of due diligence performed by the Company on the Target Company, the premiums added to the tender offer prices in some precedent tender offers conducted by parties other than the issuer, the likelihood of the Target Company's board of directors supporting the Tender Offer, the trend of the market price of the Target Company Common Stock, and the outlook for tendering of shares in the Tender Offer, and based on the results of the discussion and negotiation with the Target Company, ultimately set the Tender Offer Price at 2,750 yen per share through a resolution at the board of directors' meeting held on January 31, 2019.

The Tender Offer Price of 2,750 yen per share represents (a) a premium of 39.31% (rounded to the second decimal place; hereinafter, the same applies to all premium values (percentages) in this section) on 1,974 yen, which is the closing price of the Target Company Common Stock on the Second Section of the Tokyo Stock Exchange on January 30, 2019, the business day immediately preceding today; (b) a premium of

38.05% on 1,992 yen, which is the simple average closing price for the one (1) month immediately preceding January 30, 2019; (c) a premium of 41.10% on 1,949 yen, which is the simple average closing price for the three (3) months immediately preceding January 30, 2019; and (d) a premium of 41.83% on 1,939 yen, which is the simple average closing price for the six (6) months immediately preceding January 30, 2019.

## (B) Background of Calculation

### (Background to the determination of the Tender Offer Price)

The Company started considering the Transaction in late-August 2018 and composed a team for discussion and negotiation regarding the Transaction by, in mid-September 2018, appointing Nomura Securities as a financial advisor and third-party valuation institution that is independent of the Company and the Target Company and appointing Nagashima Ohno & Tsunematsu as a legal advisor, and commenced preliminary discussions and considerations regarding the Transaction. In late September 2018, the Company made a proposal to the Target Company to commence discussions and negotiations regarding the Transaction. Then, the Company conducted due diligence on the Target Company from late November 2018 to December 2018. After that, on January 9, 2019, the Company made a proposal to the Target Company to set the Tender Offer Price at 2,200 yen.

After receipt of the proposals from the Company in late September 2018, in order to ensure the fairness of the Tender Offer Price and the Transaction including the Tender Offer, the Target Company selected SMBC Nikko Securities as a financial advisor and a third-party valuation institution independent from the Company and the Target Company, and Mori Hamada & Matsumoto as an outside legal advisor. The Target Company also established a third-party committee on December 12, 2018 as an advisory body for the Target Company's board of directors to consider those proposals.

For the purpose of enhancing the corporate value of the both companies, the Company and the Target Company have engaged in repeated negotiations and discussions with respect to the purpose of the Transaction, including the Tender Offer, the management framework and policy after the Transaction, and the terms and conditions of the Transaction, etc.

As a result, the Company reached the conclusion that turning the Target Company into a wholly-owned subsidiary would avert the possibility of a future conflict of interest between the parent company and minority shareholders arising from both the parent and the subsidiary being listed companies, allow for mutual use without any restrictions of resources such as customer, business and finance bases, and enable to make decisions regarding management strategies for the Target Company and the Company Group more

flexibly and quickly, and that this would be immensely beneficial for enhancement of the corporate value of the Company Group, including the Target Company.

Then, based on the results of the discussion and negotiation with the Target Company, the Company made the final proposal to the Target Company to set the Tender Offer Price at 2,750 yen on January 25, 2019 and the Company obtained response to accept the final proposal from the Target Company on January 29, 2019.

Accordingly, at the board of directors meeting held on January 31, 2019, the Company has determined to commence the Tender Offer. The background of the determination of the Tender Offer Price is as below.

i. Obtaining the Share Valuation Report from a Third-party Valuation Institution

In order to ensure the fairness of the Tender Offer Price, when determining the Tender Offer Price, the Company requested Nomura Securities, a financial advisor, to evaluate the share value of the Target Company Common Stock as a third-party valuation institution that is independent of the Company and the Target Company.

Nomura Securities is not a related party of the Company or the Target Company and has no material interest in relation to the Tender Offer.

In addition, the Company has not obtained an opinion concerning the fairness of the Tender Offer Price (a fairness opinion) from Nomura Securities.

ii. Outline of Advice

Nomura Securities evaluated the share value of the Target Company by using the average market price analysis method, the comparable company analysis method and the DCF Analysis method. The ranges of the value per share of the Target Company Common Stock shown by each analysis method are as follows:

Average market price analysis:	1,939 yen to 2,026 yen
Comparable company analysis:	1,840 yen to 2,320 yen
DCF Analysis:	2,415 yen to 3,603 yen

iii. Background to Determination of the Tender Offer Price Based on the Advice

In determining the Tender Offer Price, the Company took several factors into account comprehensively, including the valuation results in the Tender Offeror's Valuation Report obtained

from Nomura Securities, the results of due diligence conducted by the Company on the Target Company, the premiums added to the tender offer prices in some precedent tender offers conducted by parties other than the issuer, the likelihood of the Target Company's board of directors supporting the Tender Offer, the trend of the market price of the Target Company Common Stock and the outlook for tendering of shares in the Tender Offer, and based on the results of the discussion and negotiation with the Target Company and other factors, the Company ultimately set the Tender Offer Price being at 2,750 yen per share by a resolution of the board of directors' meeting held on January 31, 2019.

(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)

In view of the fact that the Target Company is a consolidated subsidiary of the Company and that structural conflicts of interest could arise in the discussions of the Transaction at the Target Company, the Company and the Target Company implemented the following measures for ensuring the fairness of the Tender Offer Price, eliminating arbitrary decision-making in regard to the Transaction, ensuring the fairness, transparency and objectivity of the Target Company's decision-making process, and avoiding conflicts of interest.

- a. Procurement by the Tender Offeror of a Share Valuation Report from an Independent Third-party Valuation Institution

In order to ensure the fairness of the Tender Offer Price, when determining the Tender Offer Price, the Company requested Nomura Securities, a financial advisor, to evaluate the share value of the Target Company Common Stock as a third-party valuation institution that is independent of the Company and the Target Company. For details of the Tender Offeror's Valuation Report regarding the results of the evaluation of the share value of the Target Company that the Company received from Nomura Securities, please see "(A) Basis of Calculation" above.

- b. Procurement by the Target Company of a Share Valuation Report from an Independent Third-party Valuation Institution

According to the Target Company Press Release, when announcing its opinion on the Tender Offer, the Target Company requested its financial advisor SMBC Nikko Securities, which is a third-party valuation institution independent of the Company and the Target Company, to calculate the value of the Target Company Common Stock, and received the Target Company's Share Valuation Report on January 30, 2019. SMBC Nikko Securities is not a related party of the

Company or the Target Company and does not have any material interest in relation to the Transaction.

The Target Company has not obtained from SMBC Nikko Securities an opinion letter on the fairness of the Tender Offer Price (a fairness opinion).

SMBC Nikko Securities evaluated the value of the Target Company Common Stock by using (i) market price analysis, since the Target Company Common Stock are listed on the Second Section of the Tokyo Stock Exchange and market prices exist, (ii) comparable company analysis, since it is possible to infer the Target Company's share value in comparison with the listed companies engaging in similar business to the Target Company, of which there are several, and (iii) DCF Analysis, in order to reflect the value of future business operations in the assessment.

The following are the ranges of values per share of the Target Company Common Stock that were calculated by SMBC Nikko Securities based on each calculation method described above.

Market Price Analysis: 1,939 yen to 1,992 yen

Comparable Company Analysis: 1,641 yen to 2,503 yen

DCF Analysis: 2,711 yen to 4,437 yen

The range of values per share of the Target Company Common Stock obtained from the market price analysis is from 1,939 yen to 1,992 yen, which is calculated based on the average closing price over the past one-month period (1,992 yen) for the Target Company Common Stock quoted on the Second Section of the Tokyo Stock Exchange as of the calculation reference date of January 30, 2019, three-month period (1,949yen), and six-month period (1,939 yen), respectively, each ending on the reference date.

The range of values per share of the Target Company Common Stock obtained from the comparable company analysis is from 1,641 yen to 2,503 yen, which is calculated by selecting Computer Institute of Japan, Ltd., JASTEC Co., Ltd., IX Knowledge Incorporated, Minori Solutions Co., Ltd., CUBE SYSTEM INC. and HIMACS, Ltd., as comparable listed companies, which are considered relatively similar to the Target Company, and using an enterprise-value-to-EBITDA and PER (Price Earnings Ratio) multiple.

The range of values per share of the Target Company Common Stock obtained from the DCF Analysis is from 2,711 yen to 4,437 yen, which is based on the enterprise value and share value of the Target Company calculated by discounting to the current value at a certain discount rate

the free cash flow that the Target Company is expected to generate from the third quarter of the fiscal year ending March 2019 based on the Target Company's business plan for a period of four fiscal years from the fiscal year ending March 2019 to the fiscal year ending March 2022 prepared by the Target Company, publicly disclosed information, and other information. The discount rate used for the calculation ranges from 7.10% to 8.67%. In calculating the going-concern value, the perpetual growth method and the multiple method were used and the perpetual growth rate was from -0.25% to 0.25% and EBITDA multiple was from 3.3 to 4.1.

The business plan prepared by the Target Company used in the DCF Analysis conducted by SMBC Nikko Securities does not include business years in which it is expected there will be a significant increase or decrease in revenue and profits compared to the previous fiscal year. In addition, synergies anticipated as a result of the Transaction are not considered in the financial forecasts below since it is difficult to make specific numerical estimations at this time.

The specific figures of the Target Company's financial forecasts used as the basis for calculation by the DCF Analysis are as follows.

	FY ending March 2019 (6 months)	FY ending March 2020	FY ending March 2021	FY ending March 2022
Net Sales	8,227	16,500	18,000	19,000
Operating Income	858	1,530	1,800	1,900
EBITDA	949	1,721	2,006	2,103
Free Cash Flow	446	1,038	1,276	1,334

- c. Establishment by the Target Company of an Independent Third-Party Committee and Obtainment of Written Report from the Third-Party Committee

According to the Target Company Press Release, the Target Company established on December 12, 2018 a third-party committee in order to avoid arbitrariness in the Target Company's decision-making regarding the Transaction, and to ensure fairness, transparency and objectivity in the Target Company's decision-making process. The third-party committee consisted of the following three members: Mr. Yoshio Fujima (who is an outside director of the Target Company and is designated as an independent officer based on the registration with the Tokyo Stock

Exchange), Mr. Makoto Kumazawa (who is an attorney-at-law at Shin Saiwai Law Office) and Mr. Kenichi Saito (a representative partner of Cinq & Associates, a tax accountancy firm), and these three members of the third-party committee have not been replaced since its establishment. The Target Company consulted with the third-party committee on, and requested the committee to submit a written report to the Target Company's board of directors on the following matters (collectively, the "Consulted Matters"):

- (i) whether or not the purpose of the Transaction is fair and reasonable;
- (ii) whether or not fairness of the procedures in the Transaction is ensured;
- (iii) whether or not fairness and reasonableness of terms of the Transaction are ensured; and
- (iv) whether or not the Transaction is disadvantageous to the minority shareholders of the Target Company based on (i) through (iii).

During the period from December 12, 2018 to January 30, 2019, the third-party committee held a total of 7 meetings where the members discussed and examined the Consulted Matters. Specifically, the third-party committee conducted deliberations on the Consulted Matters through careful discussions and deliberate examinations by:

- (i) receiving explanations from and conducting interview with the Target Company about its business details, performance, business environment, management issues, and business plans, the purpose of the Transaction, and other matters;
- (ii) making inquiries to and receiving answers from the Company about the background of the proposal of the Transaction, the purpose of the Transaction, the policy after the Transaction and related matters;
- (iii) receiving explanations from and conducting interviews with SMBC Nikko Securities about the Target Company's share valuation, analysis of the premiums set in similar cases (in which a listed subsidiary was made a wholly-owned subsidiary by its parent company), the status of negotiation of the Tender Offer Price and other related matters;
- (iv) conducting interviews with Mori Hamada & Matsumoto, the Target Company's legal advisor, about the measures to ensure fairness of the Transaction in terms of its procedures, the methods and processes of decision-making by the Target Company's board of directors on the Transaction, and other measures to avoid conflicts of interest; and
- (v) examining materials and other documents provided to the third-party committee in addition to the above inquiries and interviews

After these procedures, the third-party committee submitted today to the Target Company's board of directors a written report on the Consulted Matters, with the unanimous approval of members. A summary of the written report is as follows:

- (i) the purpose of the Transaction is justifiable and reasonable;
- (ii) the fairness of the procedures for the Transaction is ensured;
- (iii) the fairness and reasonableness of the terms of the Transaction (including the Tender Offer Price) are ensured; and
- (iv) the Transaction is not disadvantageous to the minority shareholders of the Target Company based on (i) through (iii) above.

According to the written report, the main factors that the third-party committee took into account in making its report as described above were as follows:

- (a) it is determined that the Transaction would contribute to the enhancement of the corporate value of the Target Company in medium-to-long-term, and that its purpose is justifiable and reasonable because (i) it is believed that the Transaction will allow the Target Company to manage its business in an integrated manner with the Company by leveraging the integrated power of the Company group, and to utilize resources such as its customer, business and financial bases, contributing to overcoming management issues and also contributing to the enhancement of the corporate value of the Target Company in the medium-to-long-term, (ii) no unreasonableness was found in the Transaction since one of the purposes of the Transaction is believed to be isolating the Target Company's minority shareholders from the risk of deterioration of the Target Company's performance in the short-term due to up-front investment, (iii) no fact that raises doubts regarding the justifiability and reasonableness of the purpose of the Transaction was found in light of materials provided to the third-party committee and explanations provided by the Target Company and the Company, and (iv) it is difficult to expect any obvious disadvantage that would outweigh the advantages arising from the Transaction;
- (b) it is believed that the fairness of the procedures for the Transaction is ensured because due consideration has been given to the interests of the shareholders of the Target Company through fair procedures in the Transaction based on the facts that (i) the third-party committee composed of third parties who are disinterested and independent from the Company and the Target Company was established as an advisory body of the board of directors for the Transaction, in order to ensure the fairness, transparency and objectivity of the Target Company's decision-making process, (ii) the Target Company obtained a

share valuation report for the Target Company Common Stock from SMBC Nikko Securities, which is a third-party valuation institution independent from the Company and the Target Company, and the Target Company deliberated on the Transaction based on the evaluation in that report, (iii) the Target Company selected Mori Hamada & Matsumoto as its outside legal advisor, and received legal advice on the methods and processes of, and other points to note in, decision-making by the Target Company's board of directors on the Transaction, (iv) the Transaction is unanimously approved by all disinterested directors of the Target Company, (v) the Company has not made any agreement with the Target Company that contains deal protection provisions that would prohibit the Target Company from contacting a counter-offeror, or any other agreement that would restrict a counter-offeror from contacting the Target Company, and by setting the Tender Offer Period to a relatively long period, the Company took measures to secure an opportunity for other offerors to carry out a tender offer, and at the same time intends to ensure that shareholders of Company are given an opportunity to make an appropriate decision, and (vi) it is determined that the Company secures an opportunity for the shareholders of the Target Company to make an appropriate decision by disclosing the information, and consideration is given not to force the shareholders to select either option.

- (c) it is believed that the fairness and appropriateness of the terms of the Transaction (including the Tender Offer Price) are ensured because (i) the Tender Offer Price is a price inclusive of a level of premium comparable to similar cases, which are the tender offer cases between listed parent company and listed subsidiary implemented after 2014, exceeds the upper bound of the valuation range calculated by SMBC Nikko Securities using the market price analysis and the comparable company analysis, and is within the valuation range calculated using DCF Analysis, (ii) The Tender Offer Price has been increased by 25% from the initial proposal as a result of repeated negotiations, (iii) the amount of money to be delivered to the Target Company's minority shareholders through the procedures of the Demand for Shares Cash-Out or the Share Consolidation, which is to be implemented after the Tender Offer, will be equal to the Tender Offer Price, and (iv) it is believed that not setting a minimum limit causes no particular disadvantage to the minority shareholders because even though the Company does not set a minimum limit equivalent to so-called "majority of the minority," due consideration is given to the interests of the Target Company's minority shareholders by taking measures to ensure the fairness of the Tender Offer Price and measures to avoid conflicts of interest such as procurement by the Company of the share valuation report from the independent

third-party valuation institution, and also because it is possible that tendering minority shareholders might incur a disadvantage by setting a minimum limit equivalent to so-called “majority of the minority,” under the situation which the Company had already owned majority of the Target Company Common Stock and;

- (d) in addition to the above reasons, it is believed that the implementation of the Transaction is not disadvantageous to the minority shareholders of the Target Company because the fairness and appropriateness of the terms of the Transaction and its procedures are ensured even though the minority shareholders of the Target Company are possible to be compulsory deprived of the Target Company Common Stock owned by them and the Transaction is believed to guarantee an opportunity for the shareholders of the Target Company to recover their invested capital, and therefore the Transaction is not believed to be disadvantageous to the shareholders of the Target Company.

d. Advice to the Target Company from an Independent Legal Advisor

According to the Target Company Press Release, the Target Company selected Mori Hamada & Matsumoto as its outside legal advisor in order to ensure the fairness and appropriateness of decision-making by the Target Company’s board of directors, and received legal advice on the methods and processes of, and other points to note in, decision-making by the Target Company’s board of directors on the Tender Offer and the subsequent series of procedures.

e. Unanimous Approval of All Non-interested Directors of the Target Company

According to the Target Company Press Release, the Target Company prudently discussed and examined the details of the terms and conditions of the Tender Offer by the Company based on the legal advice received from Mori Hamada & Matsumoto, the content of the Target Company’s Share Valuation Report, the written report obtained from the third-party committee, the content of the continuous discussions with the Company, and other related materials. As a result, as stated in ““a. Background to, purpose of and decision-making process of the Tender Offer” under “(2) Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer” of “1. Purpose, Etc. of Purchase, Etc.” above, the Target Company resolved at its board of directors meeting held today to express its opinion in support of the Tender Offer and recommend that the Target Company’s shareholders tender their shares in the Tender Offer.

A two-step procedure was used in voting on the above resolution on the Target Company's opinion regarding the Tender Offer, because of the directors of the Target Company, Mr. Atsushi Innami had served as adviser of the Company until December 17, 2018, Mr. Shozo Hirose and Mr. Tatsuyasu Kumazaki concurrently serve as senior managing executive officers of the Company, Mr. Kenji Ichiba concurrently serves as a corporate officer of the Company, and Mr. Akira Komori serves as a senior adviser of the Company. To avoid conflicts of interest, the five directors other than above five directors (including two directors who are also audit and supervisory committee members) passed the resolution to express an opinion in support of the Tender Offer and recommend that the Target Company's shareholders tender their Company Common Stock in the Tender Offer by the unanimous vote of all such five directors, and then, in consideration of the quorum of the meeting of board of directors provided for in Article 369 of the Companies Act, six directors (with the addition of Mr. Atsushi Innami, representative director and president of the Target Company, and including two directors who are also audit and supervisory committee members) passed the resolution to express an opinion in support of the Tender Offer and recommend that the Target Company's shareholders tender their Target Company Common Stock in the Tender Offer by unanimous vote of all six directors.

Among the directors of the Company, Mr. Atsushi Innami, Mr. Shozo Hirose, Mr. Tatsuyasu Kumazaki, Mr. Kenji Ichiba and Mr. Akira Komori did not participate in the deliberations and resolutions on the Transaction at the Company's board of directors meetings, including the aforementioned board of directors meeting (except that Mr. Atsushi Innami participated in the above second-step resolution), in order to prevent conflicts of interest since Mr. Atsushi Innami, Mr. Shozo Hirose, Mr. Tatsuyasu Kumazaki, Mr. Kenji Ichiba and Mr. Akira Komori are or have been officers, employees or in other positions at the Company as stated above. They also did not participate in the discussions or negotiations on the Transaction from the viewpoint of the Company.

f. Measures to Secure Opportunities for Others to Make Competing Offers

The Company has not entered into any agreement with the Target Company that will restrict the Target Company from contacting persons proposing competing offers, including any agreement providing a transaction protection clause that may forbid the Target Company from contacting persons proposing competing offers.

In addition, the Company has set the Tender Offer Period of thirty-one (31) business days, which is longer than the statutory minimum tender offer period of 20 business days. By setting a

relatively long Tender Offer Period, the Company aims to secure an appropriate opportunity for all shareholders of the Target Company to decide whether to tender their shares in the Tender Offer and an opportunity for persons other than the Company to make competing offers for purchase of the Target Company Common Stock, and thereby to ensure the appropriateness of the Tender Offer Price.

Moreover, although the Company has not set a minimum number of shares to be purchased by a so-called “majority of minority”, because the Company and the Target Company have implemented the measures detailed above, the Company believes that the interests of the minority shareholders of the Target Company have been given ample consideration. Furthermore, of the matters detailed above, the measures implemented by the Target Company are in accordance with explanations received from the Target Company.

(C) Relationship with the Calculation Institution

Nomura Securities, a financial advisor of the Company (calculation agent), is not a related party of the Company or the Target Company and has no material interest in relation to the Tender Offer.

(5) Number of Share Certificates, Etc. to be Purchased

Number of shares to be purchased	Minimum number of shares to be purchased	Maximum number of shares to be purchased
2,090,914 (shares)	— (shares)	— (shares)

(Note 1) In the Tender Offer, neither a maximum nor a minimum number of shares to be purchased etc. has been set, and the Company thus will purchase etc. all of the Tendered Share Certificates, Etc. The number of share certificates etc. to be purchased is as indicated in “Number of shares to be purchased”, and represents the number of shares calculated by deducting, from the number of issued shares as of December 31, 2018 (6,859,100 shares) as indicated in the Quarterly Financial Results, the number of the shares held by the Tender Offeror as of today (4,768,000 shares) and the treasury shares held by the Target Company as of December 31, 2018 as indicated in the Quarterly Financial Results (186 shares).

(Note 2) Shares constituting less than a unit will also be subject to purchase through the Tender Offer. The Target Company may purchase its own shares in accordance with procedures stipulated in the law during the Tender Offer Period from any shareholder who exercises the right to require the Target

Company to purchase shares constituting less than a unit under the Companies Act.

(Note 3) The Tender Offeror does not intend to acquire, through the Tender Offer, any treasury shares held by the Target Company.

(6) Change of Ownership Percentage of Share Certificates, Etc. Due to Purchase, Etc.

Number of Voting Rights Represented by Share Certificates, Etc. Owned by Tender Offeror prior to Purchase, Etc.	47,680	(Ownership Percentage of Share Certificates etc. prior to Purchase, etc. : 69.52)
Number of Voting Rights Represented by Share Certificates, Etc. Owned by Special Related Parties prior to Purchase, Etc.	0	(Ownership Percentage of Share Certificates etc. prior to Purchase, etc. : 00.00)
Number of Voting Rights Represented by Share Certificates, Etc. Owned by Tender Offeror after Purchase, etc.	68,589	(Ownership Percentage of Share Certificates etc. after Purchase, etc. : 100.00)
Number of Voting Rights Represented by Share Certificates, Etc. Owned by Special Related Parties after Purchase, Etc.	0	(Ownership Percentage of Share Certificates etc. after Purchase, etc. : 00.00)
Total Number of Voting Rights of All Shareholders, Etc. of the Target Company	68,586	

(Note 1) “Number of Voting Rights Represented by Share Certificates, Etc. Owned by Tender Offeror after Purchase, Etc.” is the number of voting rights (20,909) with respect to the number of share certificates, etc. to be purchased in the Tender Offer (2,090,914 shares) plus “Number of Voting rights Represented by Share Certificates, Etc. Owned by the Tender Offeror prior to Purchase, Etc.” (47,680).

(Note 2) The “Number of Voting Rights Represented by Share Certificates, Etc. Owned by Special Related

Parties prior to Purchase, Etc.” is the total number of the voting rights represented by the share certificates, etc. held by each of the special related parties (however, out of the special related parties, the parties who are excluded from the special related parties, pursuant to Article 3, Paragraph 2, Item 1 of the Cabinet Office Ordinance on Disclosure Required for Tender Offer for Share Certificates, Etc. by Person Other Than Issuer (Ministry of Finance Ordinance No. 38 of 1990, as amended) (the “TOB Ordinance”), in calculating the ownership percentage of share certificates, etc. pursuant to each of the Items of Article 27-2, Paragraph 1 of the Act, are excluded). Since the share certificates, etc. held by the special related parties (however, treasury shares held by the Target Company are excluded) shall also be subject to the Tender Offer, the “Number of Voting Rights Represented by Share Certificates, Etc. Owned by Special Related Parties after Purchase, Etc.” is stated as zero. In addition, after confirming the shares etc. of the Target Company owned by Special Related Parties, if amendment is required, the Company will immediately disclose the amendment.

(Note 3) The “Total Number of Voting Rights of All Shareholders, Etc. of the Target Company” represents the total number of voting rights of all shareholders of the Target Company as of September 30, 2018, as described in the Target Company’s Report for the Second Quarter of 35th Fiscal Year filed as of November 8, 2018 (described on the basis that 1 unit is 100 shares). However, as shares constituting less than a unit are subject to the Tender Offer, in calculating the “Percentage of Share Certificates, Etc. prior to the Purchase, Etc.” and “Ownership Percentage of Share Certificates, Etc. after Purchase, Etc.,” “Total Number of Voting Rights of All Shareholders, Etc. of Target Company”) is the number of voting rights (68,589) corresponding to the number of issued shares (6,858,914 shares) obtained by deducting (a) the number of treasury shares held by the Target Company as of December 31, 2018 (186 shares), from (b) the total number of issued shares of the Target Company as of December 31, 2018 (6,859,100 shares) described in the Quarterly Financial Results.

(Note 4) The “Percentage of Share Certificates, Etc. prior to Purchase, Etc.” and the “Ownership Percentage of Share Certificates, Etc. after Tender Offer, Etc.” are rounded to two decimal places.

(7) Aggregate Tender Offer Price: 5,750,013,500 yen

(Note) The “Aggregate Tender Offer Price” is calculated by multiplying the number of shares intended to be purchased (2,090,914 shares) by the Tender Offer Price (2,750 yen per share).

(8) Method of Settlement

a. Name and Address of the Head Office of the Financial Instruments Business Operators / Banks in Charge

of Settlement for Purchase, Etc.

Nomura Securities Co., Ltd. 1-9-1, Nihonbashi, Chuo-ku, Tokyo

b. Settlement Commencement Date

March 26, 2019 (Tuesday)

c. Method of Settlement

A notice of purchase by way of the Tender Offer will be mailed to the address of each Tendering Shareholder (or the standing proxy in the case of foreign shareholders) promptly after the end of the Tender Offer Period.

Payment of the purchase price will be made in cash. The Tendering Shareholders, Etc. are entitled to receive the purchase price for the shares under the Tender Offer promptly after the commencement date of settlement in a manner designated by the Tendering Shareholders, Etc., such as remittance (a remittance fee may be charged).

d. Method of Returning Share Certificates, Etc.

If all of the shares are not purchased in accordance with the terms described in “b. Conditions of Withdrawal, Etc. of Tender Offer, Details thereof and Method of Disclosure of Withdrawal” of “(9). Other Conditions and Methods of Purchase, Etc.” below, the Tendered Share Certificates, Etc. that are required to be returned will be returned to the Tendering Shareholders, Etc. promptly after two (2) business days following the last day of the Tender Offer Period (the day of the withdrawal, etc. if the Tender Offer is withdrawn, etc.) by restoring the record of the shares in the Tendering Shareholders’ Account to the state that existed immediately prior to the relevant tender (If the Tendering Shareholders, Etc. wish their share certificates, etc. to be transferred to their accounts established with other financial instruments business operators, they are asked to confirm with the head office or domestic branch office of the Tender Offer Agent at which the relevant tender was accepted.).

(9) Other Conditions and Methods of Purchase, Etc.

a. Conditions set forth in each Item of Article 27-13, Paragraph 4 of the Act and Details thereof

Since the Company has set no minimum or maximum number of shares to be purchased through the Tender Offer, the Company shall purchase all Tendered Share Certificates, Etc.

b. Conditions of Withdrawal, Etc., of Tender Offer, Details thereof and Method of Disclosure of Withdrawal

The Tender Offer may be withdrawn upon the occurrence of any event listed in Article 14, Paragraph 1, Items 1.1 through 1.9 and Items 1.12 through 1.18, Items 3.1 through 3.8 and Item 3.10, as well as Article 14, Paragraph 2, Items 3 through 6 of the Financial Instruments and Exchange Act Enforcement Order (Cabinet Order No. 321 of 1965, as amended) (the “Enforcement Order”). In the Tender Offer, the

“matters equivalent to the matters listed in Items 1.1 through 1.9” in Article 14, Paragraph 1, Item 3.10 of the Enforcement Order means where it is found that there is a false statement regarding, or an omission of, a material matter to be stated, in the statutory disclosure documents which the Target Company submitted in the past, and where the Tender Offeror was not aware of the false statement or the omission and, despite using due care, the Tender Offeror was unable to be aware of the false statement or the omission.

Should the Tender Offeror intend to withdraw the Tender Offer, it will give public notice thereof through electronic disclosure as well as in the Nihon Keizai Shimbun; provided, that if it is difficult to give such notice within the Tender Offer Period, the Tender Offeror will make an official announcement pursuant to Article 20 of the TOB Ordinance and give public notice promptly thereafter.

- c. **Conditions of Reduction of Purchase Price, Details thereof and Method of Disclosure of Reduction**  
Pursuant to Article 27-6, Paragraph 1, Item 1 of the Act, if the Target Company takes any action set forth in Article 13, Paragraph 1 of the Enforcement Order during the Tender Offer Period, the Tender Offeror may reduce the Tender Offer Price pursuant to standards set forth in Article 19, Paragraph 1, of the TOB Ordinance. Should the Tender Offeror intend to reduce the Tender Offer Price, it will give public notice thereof through electronic disclosure as well as in the Nihon Keizai Shimbun; provided, that if it is difficult to give such notice within the Tender Offer Period, the Tender Offeror will make an official announcement pursuant to Article 20 of the TOB Ordinance and give public notice promptly thereafter. If the Tender Offer Price is reduced, the Tender Offeror will purchase the Tendered Share Certificates, Etc. tendered on or prior to the public notice at the reduced Tender Offer Price.

- d. **Matters Concerning Tendering Shareholders, Etc.’ Right of Cancellation of Contract**  
Tendering Shareholders, Etc. may cancel a contract related to the Tender Offer at any time during the Tender Offer Period. In order to cancel the contract, Tendering Shareholders, Etc. must personally deliver or mail (by post) a written request for the cancellation of the contract related to the Tender Offer (the “Cancellation Documents”) to the head office or a branch office in Japan of the entity designated below that received the application from such Tendering Shareholders, Etc., by 15:30 on the last day of the Tender Offer Period. If cancellation is made by postal mail, the cancellation will not be effective unless the Cancellation Documents are delivered by 15:30 on the last day of the Tender Offer Period.

A contract executed via the online service can be canceled either via the online service (<https://hometrader.nomura.co.jp/>) or by personally delivering or mailing (by post) the Cancellation Documents. To cancel a contract via the online service, Tendering Shareholders must complete the cancellation procedures in the manner prescribed on that website by 15:30 on the last day of the Tender Offer Period. Tendering Shareholders, Etc. may not cancel via the online service the contract executed at the office of the Tender Offer Agent they have an account with. To cancel a contract by personally delivering or mailing (by mail) the Cancellation Documents, Tendering Shareholders, Etc. must request

the form of the Cancellation Documents in advance from the office of the Tender Offer Agent they have an account with and then send the filled out form to such office by 15:30 on the last day of the Tender Offer Period. If cancellation is made by postal mail, the cancellation will not be effective unless the Cancellation Documents are delivered by 15:30 on the last day of the Tender Offer Period.

No compensation for damages or penalty payment will be demanded of any Tendering Shareholder by the Tender Offeror even if the Tendering Shareholder cancels a contract. The cost of returning the Tendered Share Certificates, Etc. will be borne by the Tender Offeror.

e. Method of Disclosure if the Conditions or other Terms of the Tender Offer are Changed

The Tender Offeror may change the conditions, etc. for the Tender Offer during the Tender Offer Period, except where it is prohibited pursuant to Article 27-6, Paragraph 1 of the Act and Article 13, Paragraph 2 of the Enforcement Order. Should any terms or conditions of the Tender Offer be changed, the Tender Offeror will give public notice thereof through electronic disclosure as well as in the Nihon Keizai Shimbun; provided, that if it is difficult to make such notice within the Tender Offer Period, the Tender Offeror will make an official announcement pursuant to Article 20 of the TOB Ordinance and give public notice promptly thereafter. Should any terms or conditions of the Tender Offer be changed, the purchase of the Tendered Share Certificates, Etc. tendered on or prior to the date of such public notice will also be made in accordance with the terms and conditions as changed.

f. Method of Disclosure if Amended Statement is Submitted

If the Tender Offeror submits an amendment to the Tender Offer Statement to the Director-General of Kanto Local Finance Bureau (except in the case prescribed in the proviso of Article 27-8, Paragraph 11 of the Act), the Tender Offeror will promptly make an official announcement of the details of such amended statement to the extent relevant to the contents of the public notice of the Tender Offer, pursuant to the method set forth in Article 20 of the TOB Ordinance. The Tender Offeror will also promptly amend the explanatory statement and provide the amended explanatory statement to the Tendering Shareholders, Etc. who have received the original explanatory statement. If the extent of the amendments is limited, however, the Tender Offeror will convey the changes to the Tendering Shareholders, Etc. by way of preparing and delivering to the Tendering Shareholders, Etc. a document stating the reason for the amendments, the matters amended and the details thereof.

g. Method of Disclosure of Results of the Tender Offer

The Tender Offeror will announce the results of the Tender Offer in accordance with methods stipulated in Article 9-4 of the Enforcement Order and Article 30-2 of the TOB Ordinance on the day following the last day of the Tender Offer Period.

(10) Date of Public Notice of Commencement of the Tender Offer  
February 1, 2019 (Friday)

(11) Tender Offer Agent  
Nomura Securities Co., Ltd. 1-9-1, Nihonbashi, Chuo-ku, Tokyo

3. Policy, Etc. after the Tender Offer and Future Outlook

(1) Policy, Etc. after the Tender Offer

For the policy, etc. after the Tender Offer, please refer to “(2) Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer,” “(4) Policy for Organizational Restructuring, Etc. After the Tender Offer (Matters Relating to So-called “Two-step Acquisition”)” and “(5) Possibility of Delisting and Reasons Therefor” of “1. Purpose, Etc. of Purchase, Etc.” above

(2) Future Outlook

Impact on business performance is currently under review. If amendment of financial forecast is required or there are facts to be announced, the Company will immediately disclose such them.

4. Others

(1) Agreements between Tender Offeror and Target Company or its Officers, and Details Thereof

a. Agreements between the Tender Offeror and the Target Company and Details Thereof

According to the Target Company Press Release, as stated in the section titled “a. Background to, purpose of and decision-making process of the Tender Offer” of “(2) Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer” of “1. Purpose, Etc. of Purchase, Etc.” above, the Target Company resolved at its board of directors meeting held on January 31, 2019 to express an opinion in favor of the Tender Offer, and to recommend that all Target Company shareholders tender their shares through the Tender Offer.

For details of the decision-making of the Target Company, please refer to the Target Company Press Release and the section titled “e. Unanimous Approval of All Non-interested Directors at the Target Company” under “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” of “(2) Background of

Calculation” under “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” above.

b. Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer

Please refer to the section titled “(2) Background to, Purpose of and Decision-Making Process of the Tender Offer, and Management Policy After the Tender Offer” under “1. Purpose, Etc. of Purchase, Etc.” above.

c. Measures to Ensure the Fairness of the Tender Offer Such As Measures to Ensure the Fairness of the Tender Offer Price and Measures to Avoid Conflict of Interests

Please refer to the section titled “(Measures to Ensure the Fairness of the Tender Offer such as Measures to Ensure the Fairness of the Price for Purchase, Etc. and to Avoid Conflicts of Interest)” of “(2) Background of Calculation” under “(4) Bases, Etc. of Calculation of Price for Purchase, Etc.” of “2. Outline of Purchase, Etc.” above.

(2) Other Information Deemed Necessary for Investors to Decide Whether to Tender Its Shares to the Offer, Etc.

a. Announcement of “Non-consolidated Financial Results for the 3rd Quarter of Fiscal Year Ending March 31, 2019 (Prepared in Conformity with Generally Accepted Accounting Principles in Japan)”

The Target Company announced the Quarterly Financial Results as of January 31, 2019. The outline of the Target Company’s Quarterly Financial Results in the announcement is as stated below. According to the Target Company, the Quarterly Financial Results do not undergo quarterly review by the auditor under Article 193-2, Paragraph 1 of the Act. The outline below is an excerpt from the information disclosed by the Target Company. For details, please refer to the Quarterly Financial Results.

(i) Profit & Loss (non-consolidated)

(Yen)

Fiscal Period	3rd Quarter of Fiscal Year Ending March 31, 2019
Net sales	11,103,429,000
Cost of Sales	8,381,627,000
Selling, general and administrative expenses	1,862,586,000
Non-operating income	3,943,000
Non-operating expenses	4,736,000
Net income for the quarter	586,762,000

(ii) Per Share Information (non-consolidated)

(Yen)

Fiscal Period	3rd Quarter of Fiscal Year Ending March 31, 2019
Net profit per share for the quarter	85.55
Dividend per share	20

b. Year-End Dividend for the fiscal year ending March 31, 2019

The Target Company resolved at a meeting of its board of directors held on January 31, 2019, on condition that the Tender Offer be completed, not to make a year-end dividend for the fiscal year ending March 31, 2019. For detail, please refer to the Target Company Press Release titled “Revision of Dividend Forecast for the Fiscal Year ending March 2019” dated January 31, 2019.

(End of Document)

**[Soliciting Regulations]**

This press release is a news statement intended for the announcement of the Tender Offer to the general public and is not intended for soliciting an offer to sell the shares in connection with the Tender Offer. If anyone desires to sell his or her shares, a shareholder should, at his or her own responsibility, review the tender offer explanatory statement for the Tender Offer and accept the Tender Offer in his or her own discretion. This press release is not considered as an offer of purchase of securities or solicitation of offer of sales of securities and does not constitute any such part. This press release (or any part of it) or the fact of its distribution does not provide a basis for any kind of agreement pertaining to the Tender Offer, and it may not be relied upon when executing any such agreement.

**[Regulations of the United States]**

Although the Tender Offer will be conducted in compliance with the procedures and disclosure standards prescribed in the Financial Instruments and Exchange Act in Japan, such procedures and standards are not necessarily identical to those applicable in the United States. In particular, Sections 13(e) and 14(d) of the U.S. Securities Exchange Act of 1934 (as amended) (the “U.S. Securities Exchange Act of 1934”), and the rules prescribed thereunder do not apply to the Tender Offer, and the Tender Offer is not intended to comply with the procedures or standards set forth in any such provisions. All financial information contained in this press release is based on generally accepted accounting principles in Japan (Japanese GAAP), not the U.S. accounting standards. Therefore, the financial information contained in this press release may not necessarily be comparable to the financial information prepared based on the U.S. accounting standards. In addition, the Tender Offeror and the Target Company are legal entities incorporated outside of the United States, and it may be difficult to enforce any rights or make claims arising under the U.S. securities laws. Furthermore, shareholders may not be able to commence legal proceedings against legal entities outside the United States in non-U.S. courts for violations of the U.S. securities laws. Furthermore, U.S. courts do not necessarily have jurisdiction over legal entities and their respective subsidiaries and affiliates outside the United States.

Unless otherwise described, all procedures related to the Tender Offer shall be conducted entirely in the Japanese language. All or any part of the documents related to the Tender Offer is prepared in the English language. If there is any inconsistency between the English documentation and the Japanese documentation, the Japanese documentation shall prevail.

The financial advisor of the Tender Offeror and the Target Company, the tender offer agent and their respective affiliates may, within their ordinary course of business, purchase, or conduct any act toward the purchase of, the shares of the common stock of the Target Company for their own account or for their customers’ accounts outside the Tender Offer prior to the commencement of, or during, the period of the Tender Offer, etc. in accordance with the requirements of Rule 14e-5(b) under the U.S. Securities Exchange Act of 1934 to the extent permissible under the financial instruments and exchange laws in Japan. If any information concerning such purchase is disclosed in Japan, the disclosure of such information will be made in the United States in a similar manner.

**[Forward-Looking Statements]**

This information, including the information concerning the future business of the Company, other companies, etc., may include the forward-looking expression such as “look for,” “expect,” “aim at,” “schedule,” “convinced of,” and “anticipate.”. These expressions are based on the outlook for the business of the Company at this point, and may change depending on the situation going forward. In respect of the information, the Company undertakes no obligation to change forward-looking expressions to current state in order to reflect the actual performance, various circumstances, change of conditions, etc.

This press release includes “forward-looking statements” as defined in Section 27A of the U.S. Securities Act

of 1933 (as amended) and Section 21E of the U.S. Securities Exchange Act of 1934. Actual results may differ substantially from future expectations or other express or implicit forward-looking statements due to known or unknown risks, uncertainties or other factors. Neither the Tender Offeror nor any of its affiliates promise that the projections, etc. expressed or implied as “forward-looking statements” will ultimately be accurate. The “forward-looking statements” in this press release have been prepared based on information available to the Tender Offeror as of the date hereof, and unless otherwise required by law or regulation, neither the Tender Offeror nor any of its affiliates will be responsible for updating or otherwise revising such forward-looking statements in order to reflect any future event or circumstances.

**[Other Countries]**

In certain countries or regions, the announcement, issue or distribution of this press release may be restricted by laws or regulations. In such cases, you are required to be aware of such restrictions and comply with the laws and regulations of such countries or regions. This press release does not constitute any solicitation of an offer to sell or offer to purchase shares in relation to the Tender Offer, and shall be considered as a mere distribution of informative materials.