
Corporate Structural Reform

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ITX Corporation

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1. Vision of ITX

Future vision

**Increasing status in the market
as a market accelerator**

**Becoming a corporate group with clear characteristics and strengths,
based on the information communication services business**

**Becoming a corporate group cultivating and specializing in the
industry where it operates and its operations, creating a unique value
chain, and developing new and high-value-added businesses**

Direction of businesses

- **Positioning the information communication services business as the base of the Group's operations**
- **Strategically creating new markets in medical information services, using our strengths in the operating base and medical services of the Olympus Group**
- **Establishing a position for the entire Group by building a value chain through the collaboration and fusion of the operations of Group companies, including equipment sales.**

As the core company in the information communication services business of the Olympus Group, we will function as an engine for creating new businesses.

Challenges and past initiatives

Three challenges

Building a stable consolidated earnings base

Continuing to optimize the business portfolio

Improving the financial base



Past initiatives

Steadily developing and bolstering the earning power of each Group company

Bolstering the portfolio management system

Achieving a non-consolidated net interest-bearing debt ratio of 1.5 by reducing SG&A expenses and restructuring the portfolio

Businesses are continuing to lag, and the loss from the revaluation of investment securities is increasing because of the rapid deterioration of the financial environment and economic trends.

Unstable performance

Bolstering the constitution of Group companies through reengineering from the medium- to long-term perspective

2. Main points of corporate structural reform

Purposes of structural reform

Increasing earnings by focusing resources

- We will increase the speed of business development, improve cost efficiency, and bolster profit structure by integrating functions of Group companies across boundaries.

Creating new businesses for expanding earnings

- We will create a medical information business by positioning human resources effectively and strengthening collaboration with the Olympus Group.

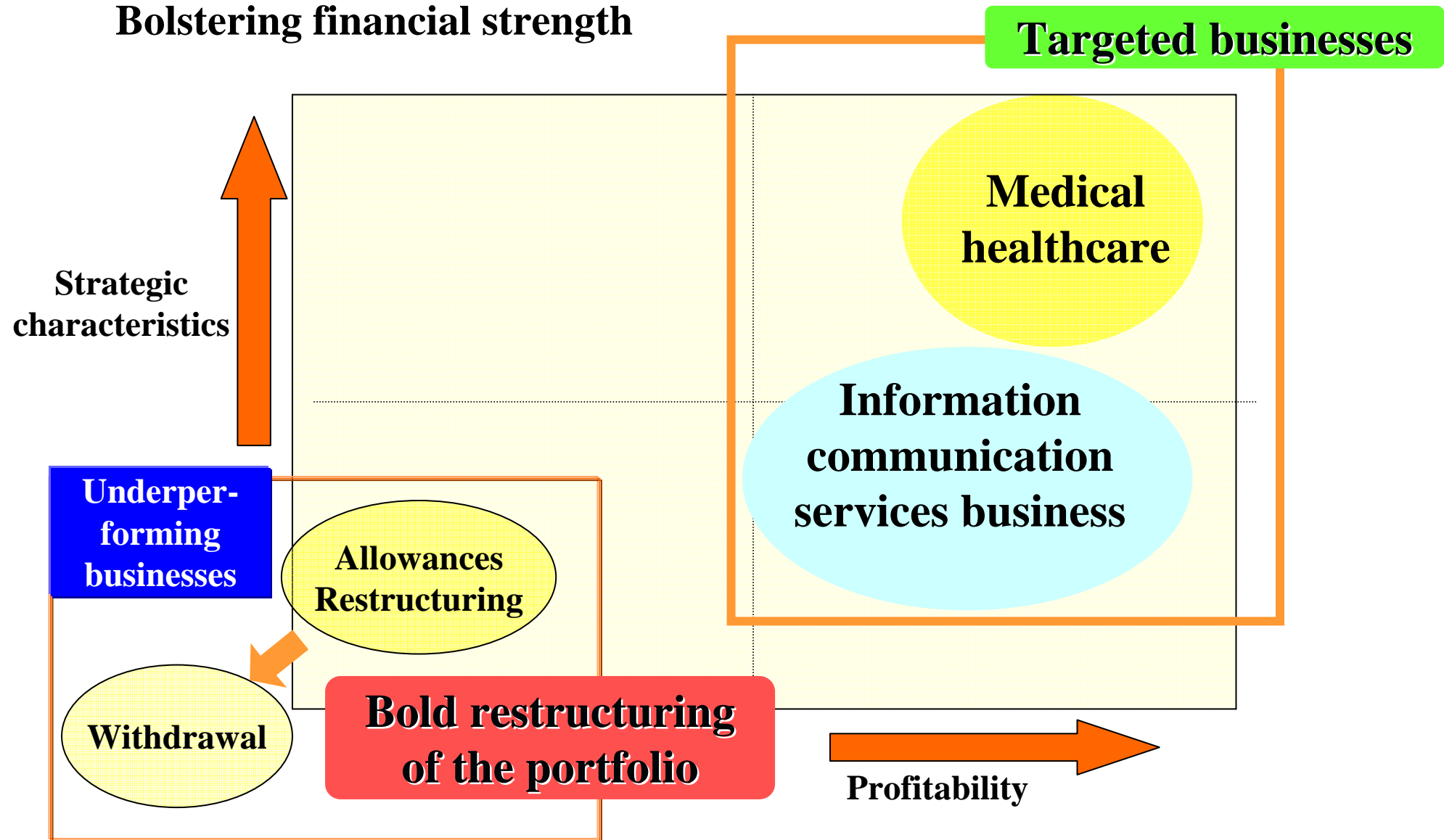
Withdrawing from underperforming operations

- We will withdraw from CVC investment to acquire capital gains and restructure the portfolio.
- We will withdraw from the imported medical device business that is not worth the costs, including pharmaceutical costs.

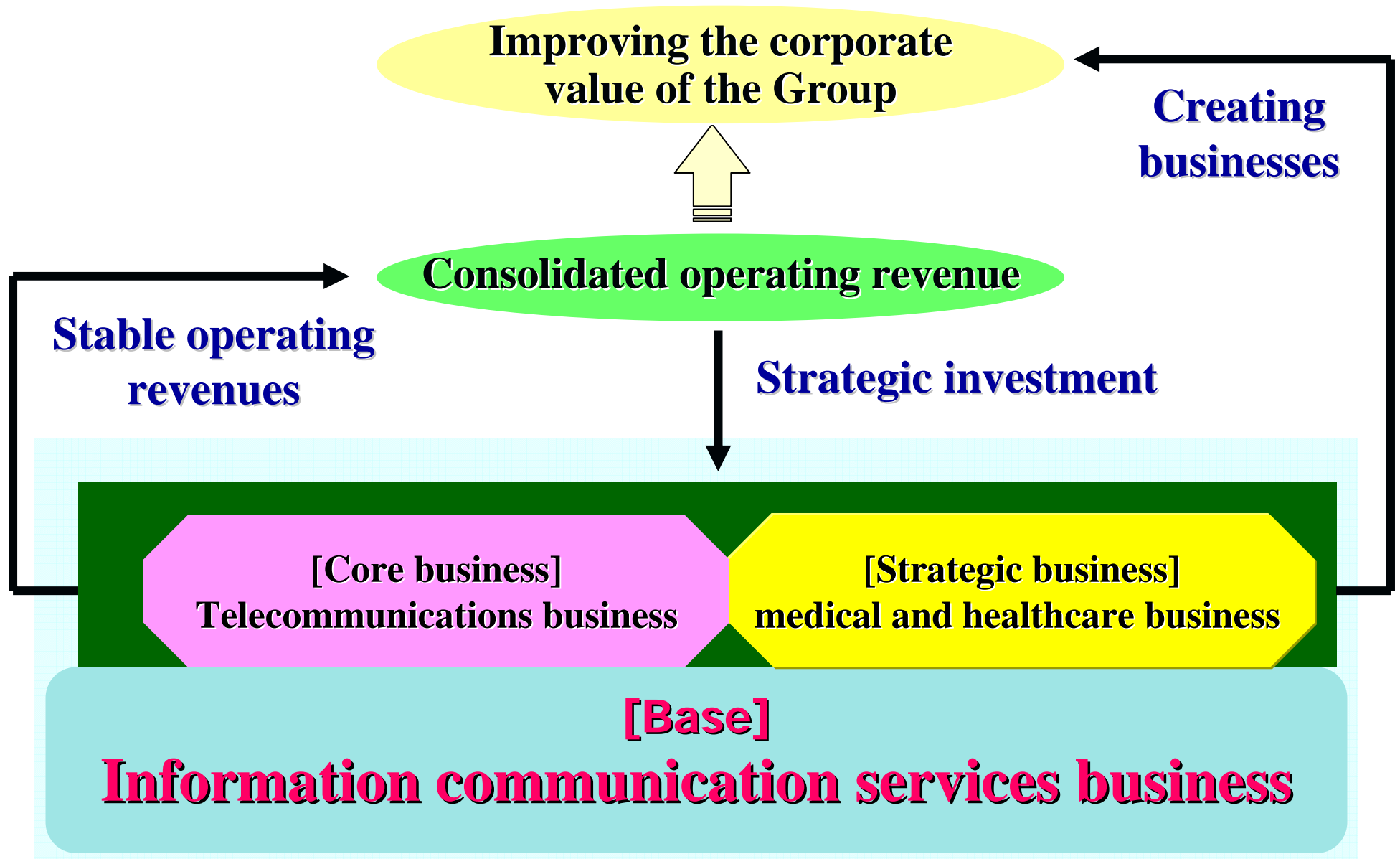
Business portfolio

Securing funds to invest in targeted businesses

Bolstering financial strength



Evolution of business model



3. Specific initiatives in corporate structural reform

(1)-1 Consolidation of telecommunications businesses (outline)

[Purposes]

- Improving management efficiency by focusing management resources**
- Accelerating business speed through Group use of the corporate marketing function of the consolidated company**

[Details]

IT Telecom, a wholly-owned consolidated subsidiary, and ITX are merging.

- Merger date: April 1, 2009 (planned)**
- Major officers (planned):**

President

Makoto Nakatsuka (ITX president)

**Officer in charge of
telecommunications division**

Yoshiteru Okawa (IT Telecom president)

(1)-1 Consolidation of telecommunications businesses (effects)

**Expansion of
operating revenue**

Increasing added value by bolstering the ability to propose related operations

Expanding sales opportunities through cross-selling Group business resources

Bolstering the corporate customer base in the Group's businesses

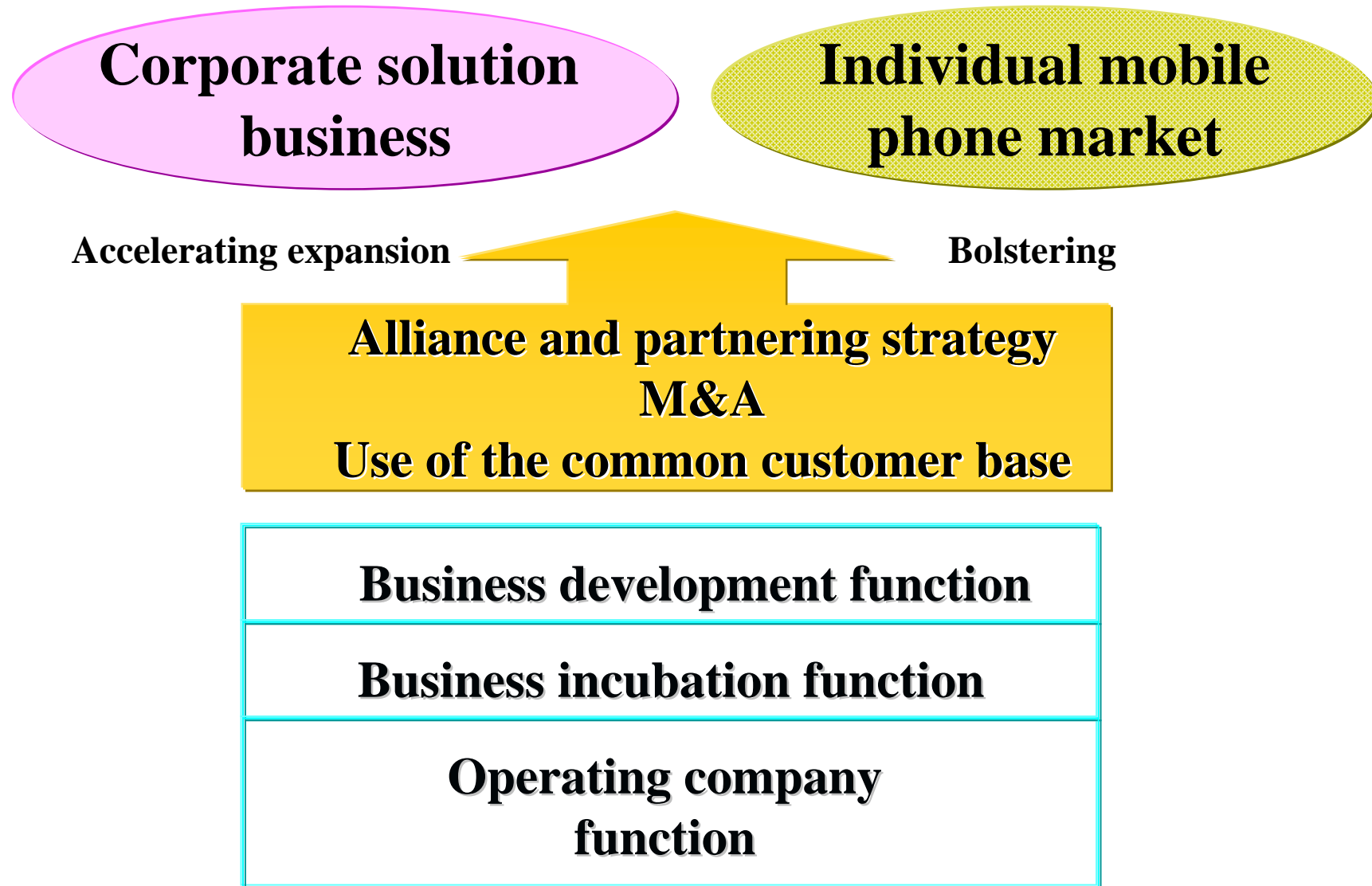
**Increase in
business efficiency**

Increasing business efficiency by increasing decision-making speed

Improving efficiency through the consolidation of indirect operations

Increasing cash flows by improving the efficiency of funds operations

(1)-1 Consolidation of telecommunications businesses (vision)

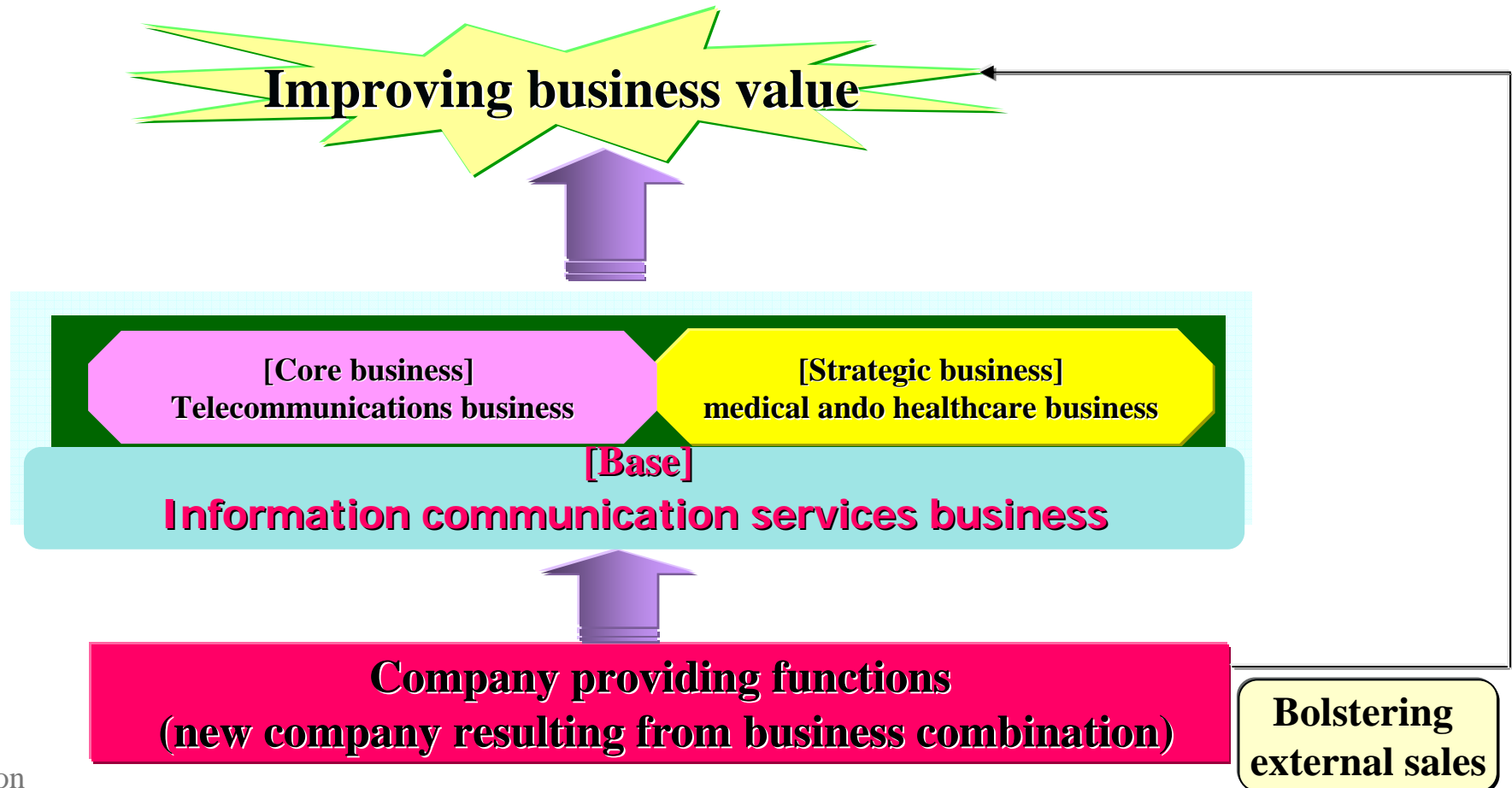


(1)-2 Consolidation of outsourcing operations

[Purposes] - Bolstering the provision of functions to promote the Group's operations

- Increasing earnings by increasing external sales

[Details] Nippon Outsourcing Corporation (NOC), Atlux Corporation, and 3S Partners plan to merge on April 1, 2009.



(2) Creation of new businesses (concept)

Medical information service

We will develop the service into a personal health information service

[Purposes]

- Reforming the management of medical institutions and medical businesses
- Improving financial conditions of health insurance associations and other organizations
- Providing health guidance, using health checks and medical information



Alliances with other companies

Medical healthcare

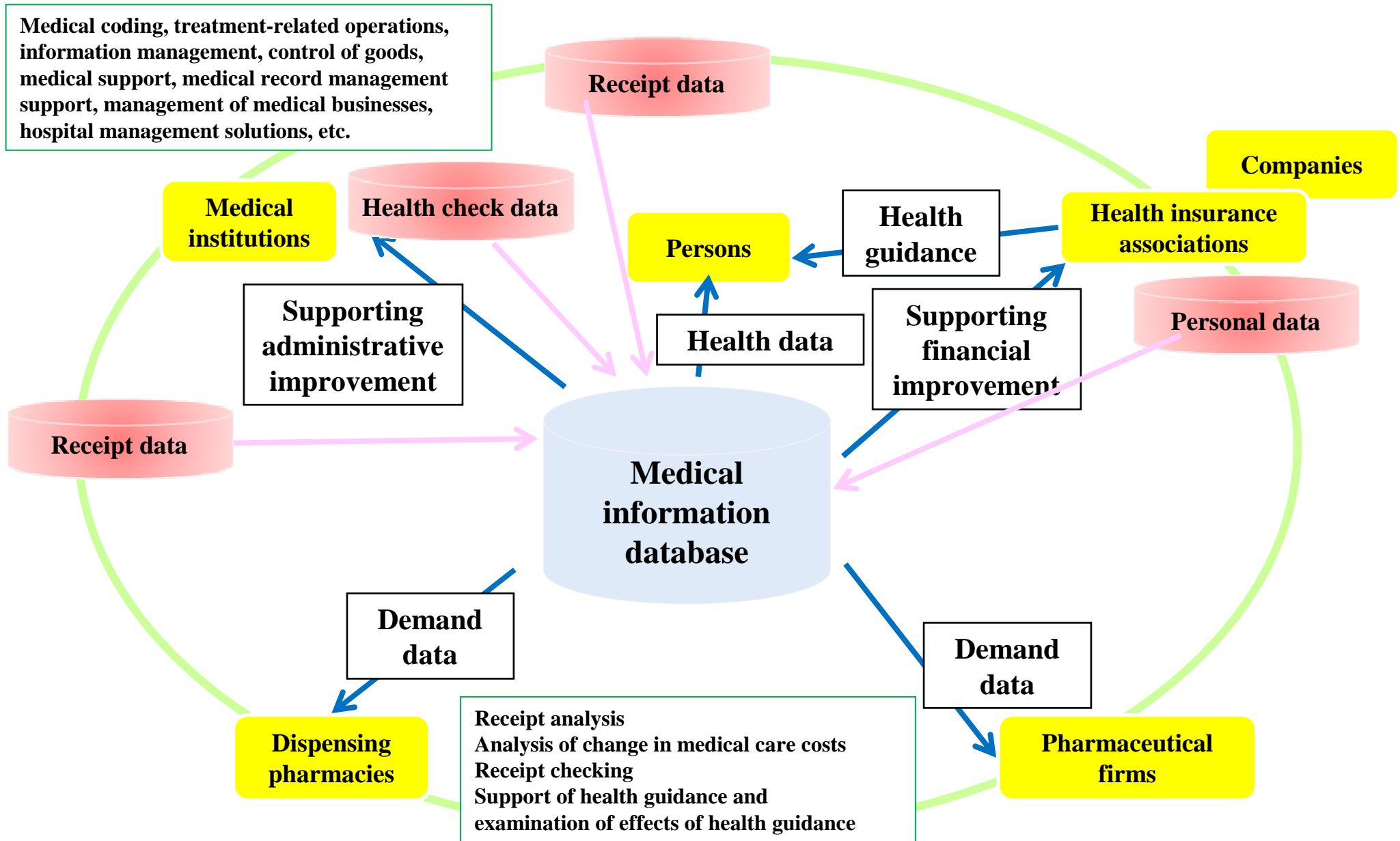
Information communication services business

ITX

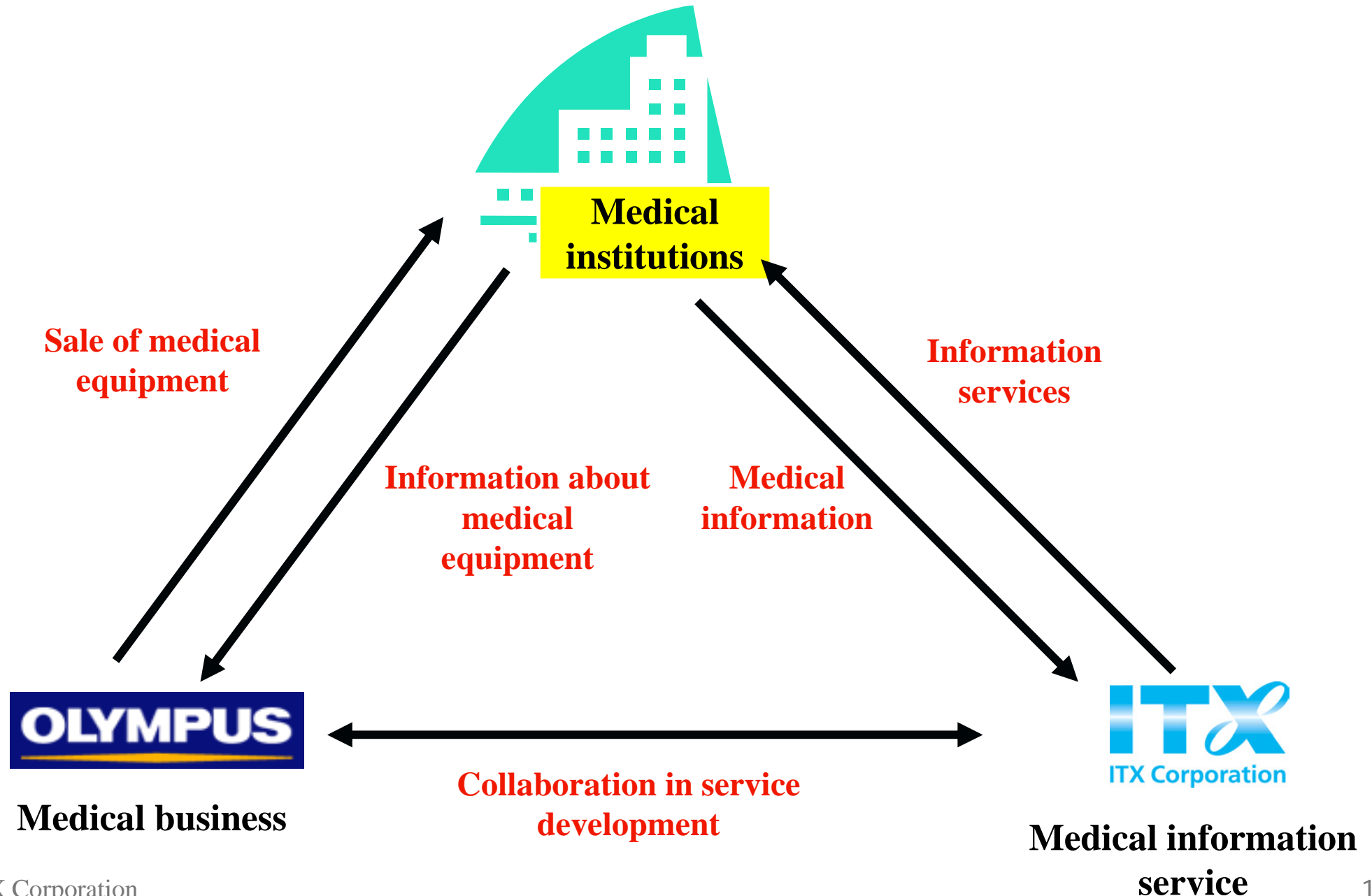
Medical business

OLYMPUS

(2) Value chain in medical information business



(2) Synergy between businesses for healthcare professionals



(3) Withdrawal from underperforming operations

- ◆ **Withdrawal from CVC investment**

Objective: Minimizing impairment risks

- ◆ **Withdrawal from imported medical device business**

Objective: Reducing prior costs including pharmaceutical expenses

- ◆ **Sale of other loss-making operations**

Objective: Reducing deficits in consolidated operations

4. Effects of corporate structural reform

Effects of structural reform

Increasing earnings with strategic resource allocation

➤ **2.0 billion yen**

Creating new businesses for expanding earnings

➤ **0.4 billion yen**

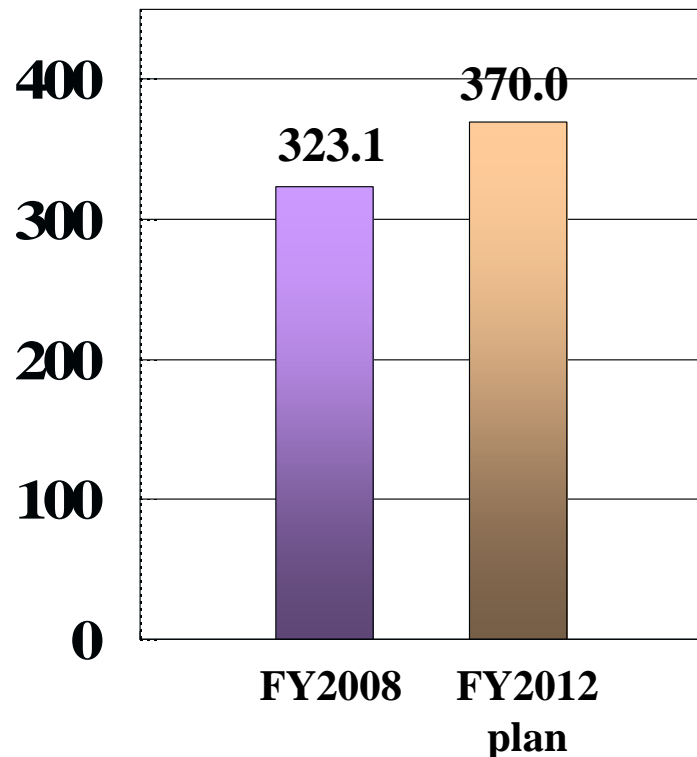
Withdrawing from underperforming operations

➤ **2.0 billion yen**

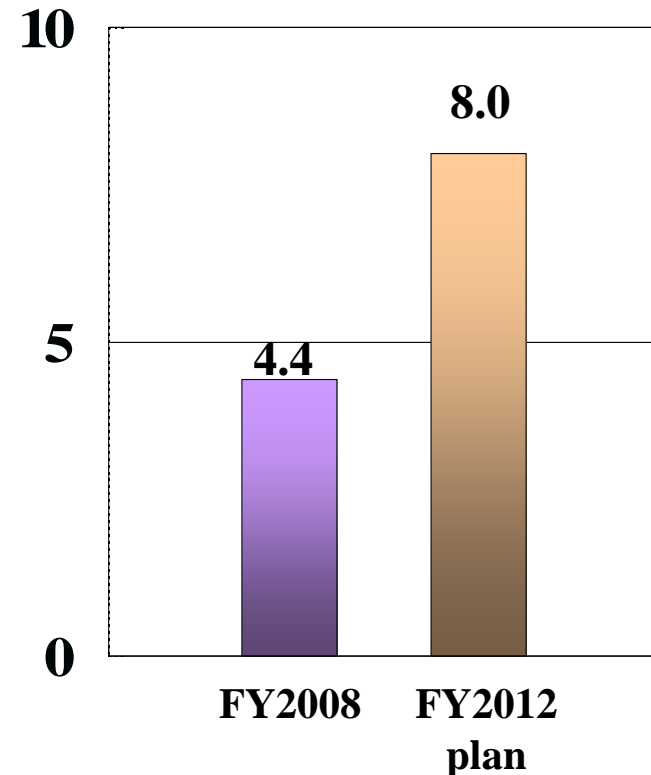
Targets (consolidated) for three years' time (FY2012)

Revenue: ¥370.0bn Operating income: ¥8.0bn

(Billion yen) **Revenue**



(Billion yen) **Operating income**



*Investment-related revenue and income are excluded from the FY2012 plan.

Effects and numerical targets in this material are based on judgments and assumptions available at the time when the material was prepared. Actual results may differ substantially because of uncertainty inherent in the judgments and assumptions and possible changes in business management and conditions in Japan and abroad.

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