

**Presentation of Performance and
Third Medium-Term Management Plan**

Fiscal Year Ended March 31, 2008

May 27, 2008

COMSYS Holdings Corporation



COMSYS.HD

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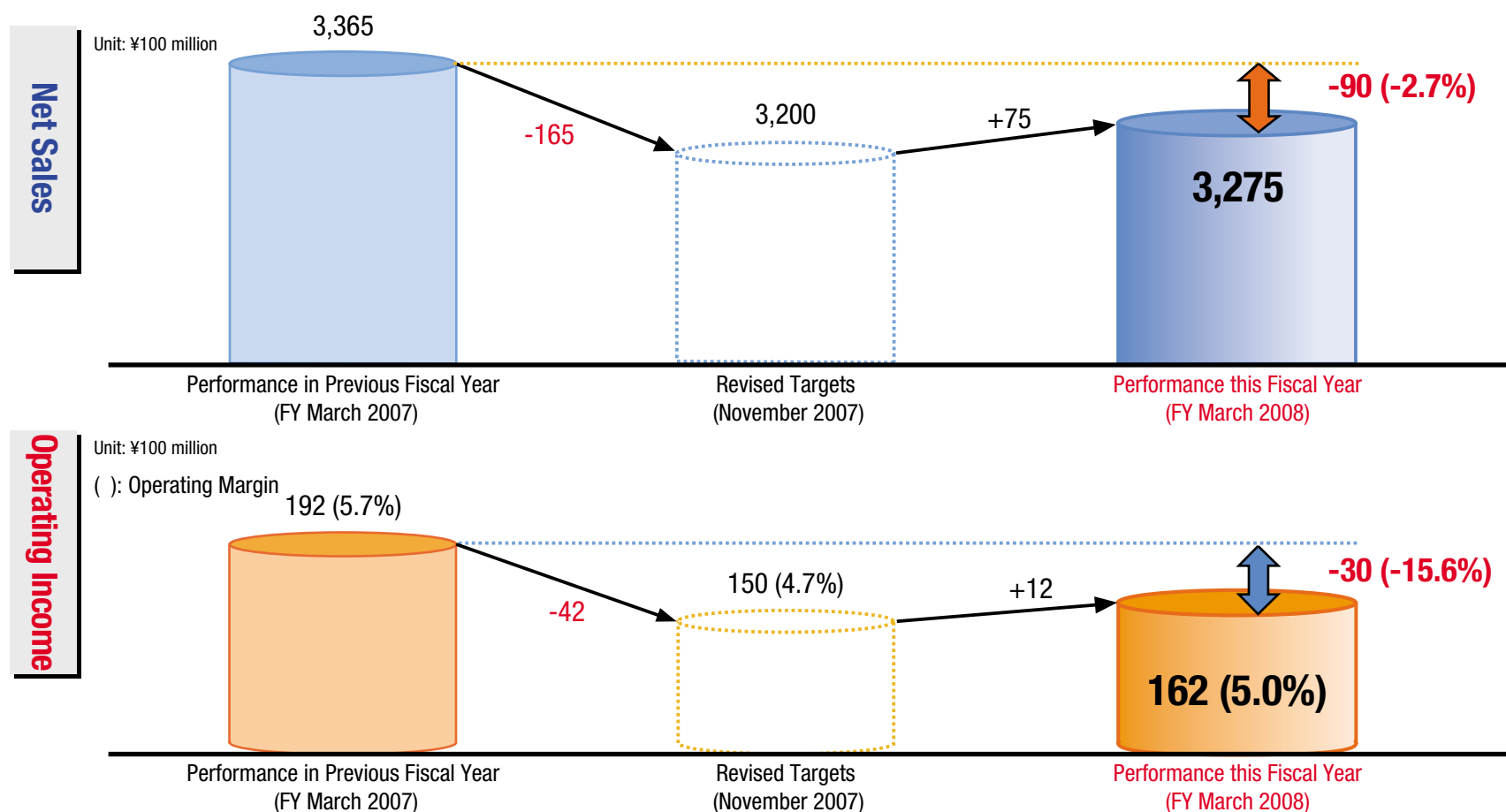
I-1. Highlights of Performance

◆ Minimized year-on-year declines in revenues and income ◆

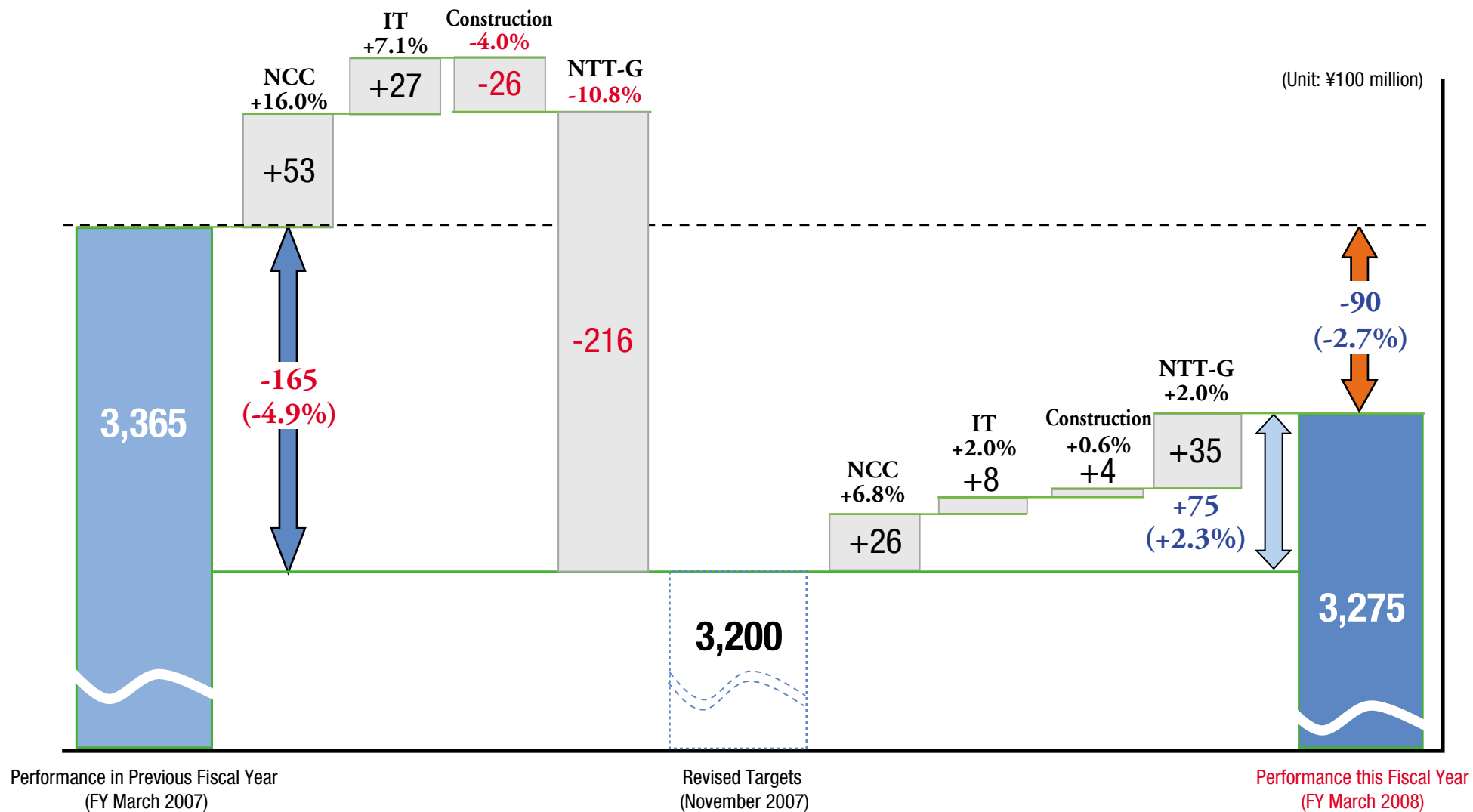
(Unit: ¥100 million)	FY March 2007 Performance	FY March 2008 Performance	Comparisons with the previous term	Remarks
Orders Received	3,341	3,319	-22 (-0.7%)	<p><u>Orders Received and Net Sales</u></p> <ul style="list-style-type: none"> • Because orders received recovered in the second half, the decline in the NTT group business was held to a minimum. • NCC business remained strong, primarily on the strength of mobile communications. • The IT solutions business stayed strong, driven by NI • The construction business contracted as a result of the effects of the exclusion from bidding. <p><u>Income</u></p> <ul style="list-style-type: none"> • Effects of the decline in net sales and changes in the business structure. • Increase of expenses in connection with strategic investment (in-house computerization, training of IP personnel) and reduction of expenses. • Improvement in income via thorough screening of private sector orders.
Net Sales	3,365	3,275	-90 (-2.7%)	
Operating Income	192	162	-30	
	Operating Margin: 5.7%	Operating Margin: 5.0%	-0.7 percentage points	
Recurring Profit	211	182	-29	
	Recurring Profit Margin: 6.3%	Recurring Profit Margin: 5.6%	-0.7 percentage points	
Net Income	123	116	-7	
	Net Profit Margin: 3.7%	Net Profit Margin: 3.6%	-0.1 percentage points	

I-2. Highlights of Performance (Net Sales and Operating Income)

◇◇ Despite year-on-year decline, revised forecasts met ◇◇



I-3. Details of Net Sales by Segment



◆ Third Medium-term Management Plan Basic Policies ◆ (March 2009 through March 2011)

- COMSYS will further solidify its position as the top firm in the communications infrastructure development industry.
- COMSYS is working to become a communications construction Sler, with the IT solutions business as the core operation.
- Using the framework of a pure holding company, the company is seeking to maximize the effects of management integration.

◆ Medium-term Management Strategy ◆

Moving forward with reform of our business structure and *kaizen* (improvement)

Expanding high-value-added fields

Opening new business fields

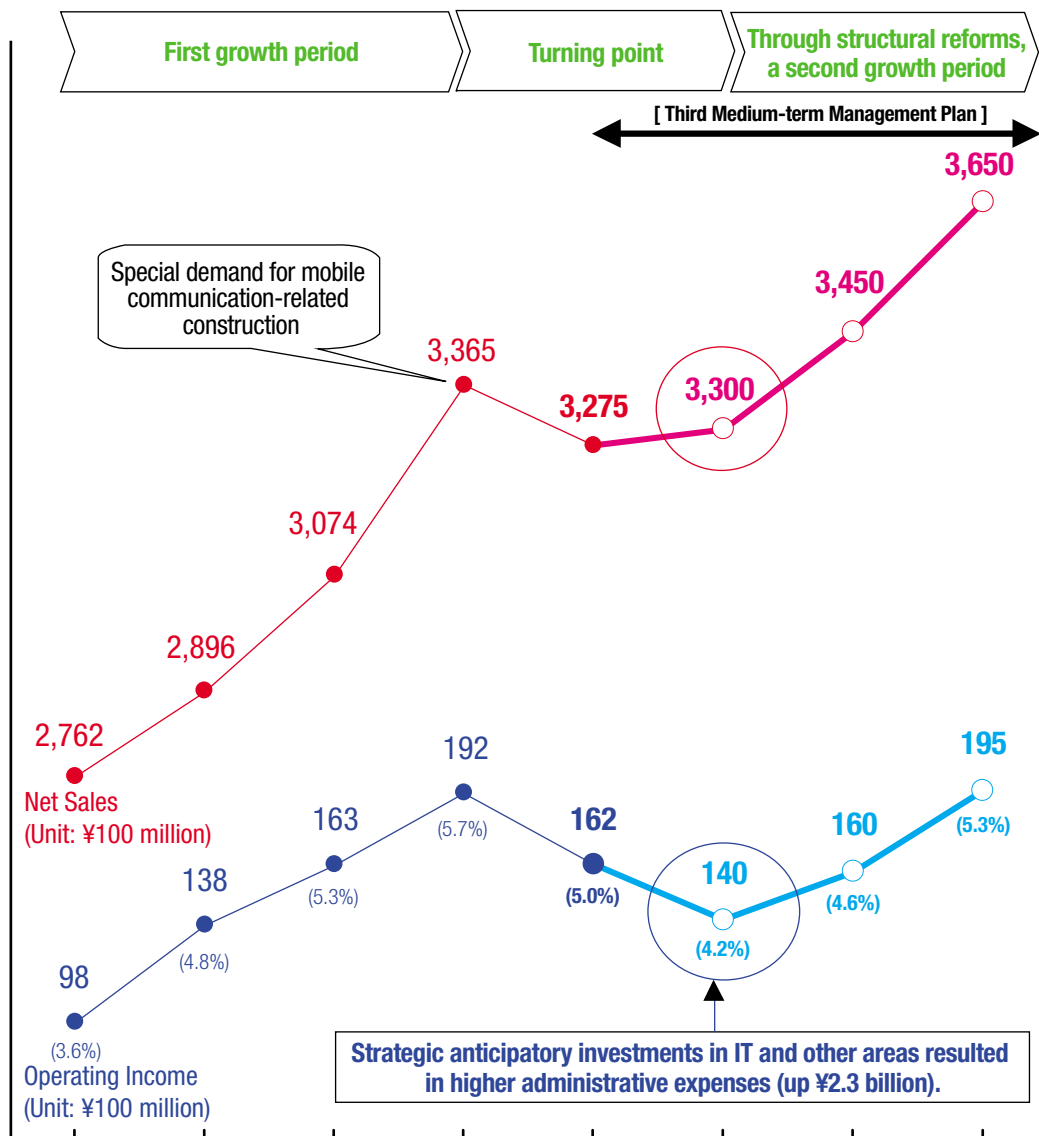
In three years COMSYS aims to generate record high net sales of ¥365.0 billion and operating income of ¥19.5 billion.

II-2. Highlights of Medium-term Management Plan Target Values

◆ Aiming for record highs within three years ◆

(Unit: ¥100 million)	FY March 2008 Performance	FY March 2009 Targets	Comparisons with FY March 2008	FY March 2011 Targets	Comparisons with FY March 2008
Orders Received	3,319	3,250	-69	3,650	+331 (+10.0%)
Net Sales	3,275	3,300	+25	3,650	+375 (+11.5%)
Operating Income	162	140	-22	195	+33
Operating Margin	5.0%	4.2%	-0.8 percentage points	5.3%	+0.3 percentage points
Recurring Profit	182	150	-32	198	+16
Recurring Profit Margin	5.6%	4.5%	-1.1 percentage points	5.4%	-0.2 percentage points
Net Income	116	85	-31	115	-1
Net Profit Margin	3.6%	2.6%	-1.0 percentage points	3.2%	-0.4 percentage points

II-3. Net Sales and Operating Income Performance and Medium-term Plan Figures



- ◆ Fiscal year ending March 31, 2009 seen as the nadir.
- ◆ Areas other than the NTT infrastructure business will be expanded.
- ◆ The gross profit margin will be significantly improved.



Net Sales

- ◇ Expanding NTT Group peripheral businesses
- ◇ Expanding the NCC business
- ◇ Expanding the IT business

Operating Income

- ◇ The drop in income is a chance to make decisive, radical changes to the business structure.
- ◇ Ingraining COMSYS-style *kaizen* (improvement)
- ◇ Maximizing synergistic effects using COMSYS Holdings Groups framework.
- ◇ Ingraining awareness of prime costs and process control by project (Employing new internal systems)

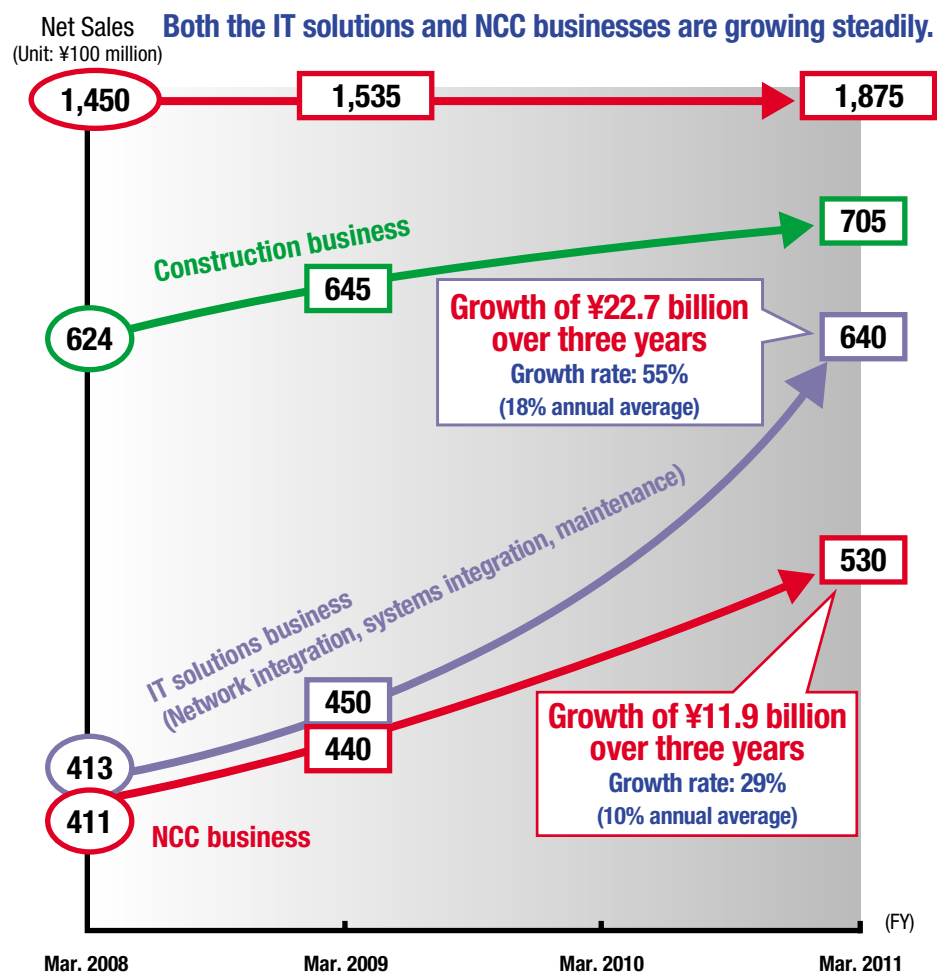
Mar. 2004 Mar. 2005 Mar. 2006 Mar. 2007 Mar. 2008 Mar. 2009 Mar. 2010 Mar. 2011 (FY)



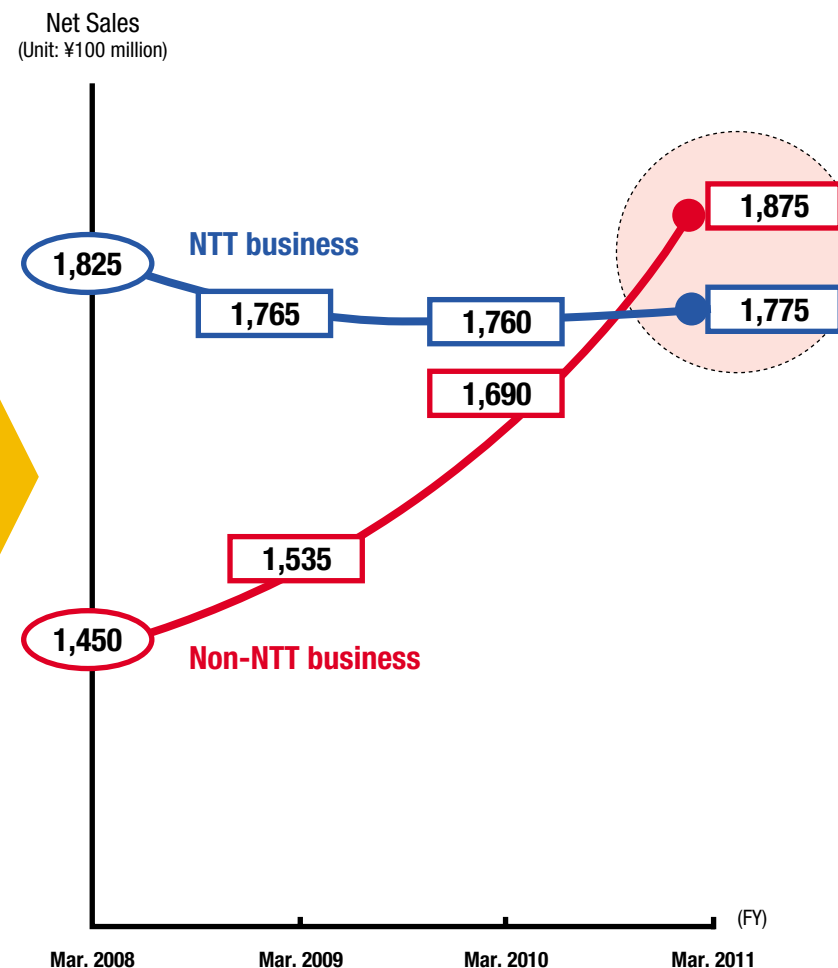
II-4. Outlook for Non-NTT Business

◆ Goal set to increase net sales from non-NTT businesses to more than 50% of total, to ensure stable growth ◆

Target figures for non-NTT net sales



Target figures for net sales by business area

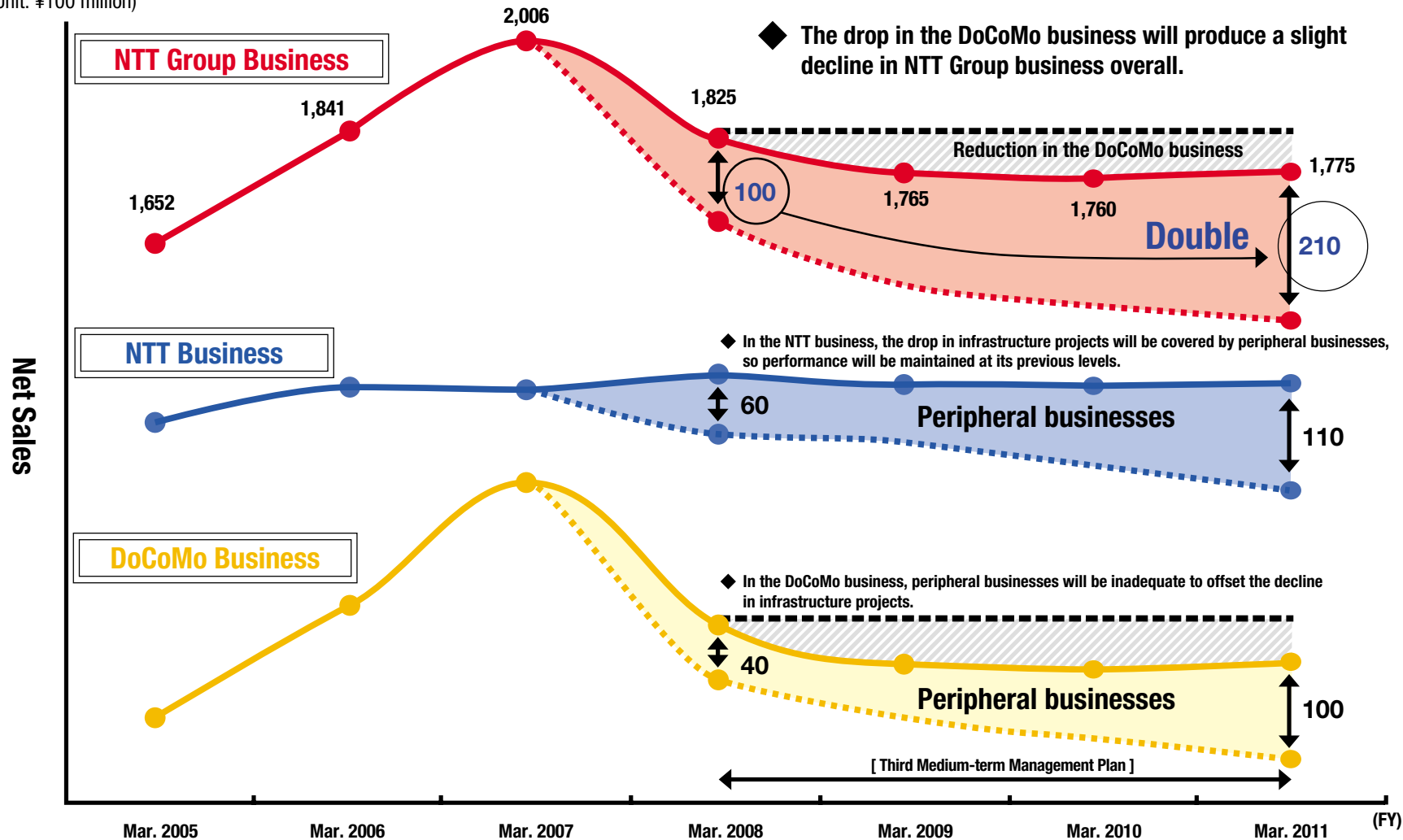




II-5. Strategy for NTT Group Business

◆ Doubling the size of peripheral businesses ◆

(Unit: ¥100 million)



◆ The drop in the DoCoMo business will produce a slight decline in NTT Group business overall.

◆ In the NTT business, the drop in infrastructure projects will be covered by peripheral businesses, so performance will be maintained at its previous levels.

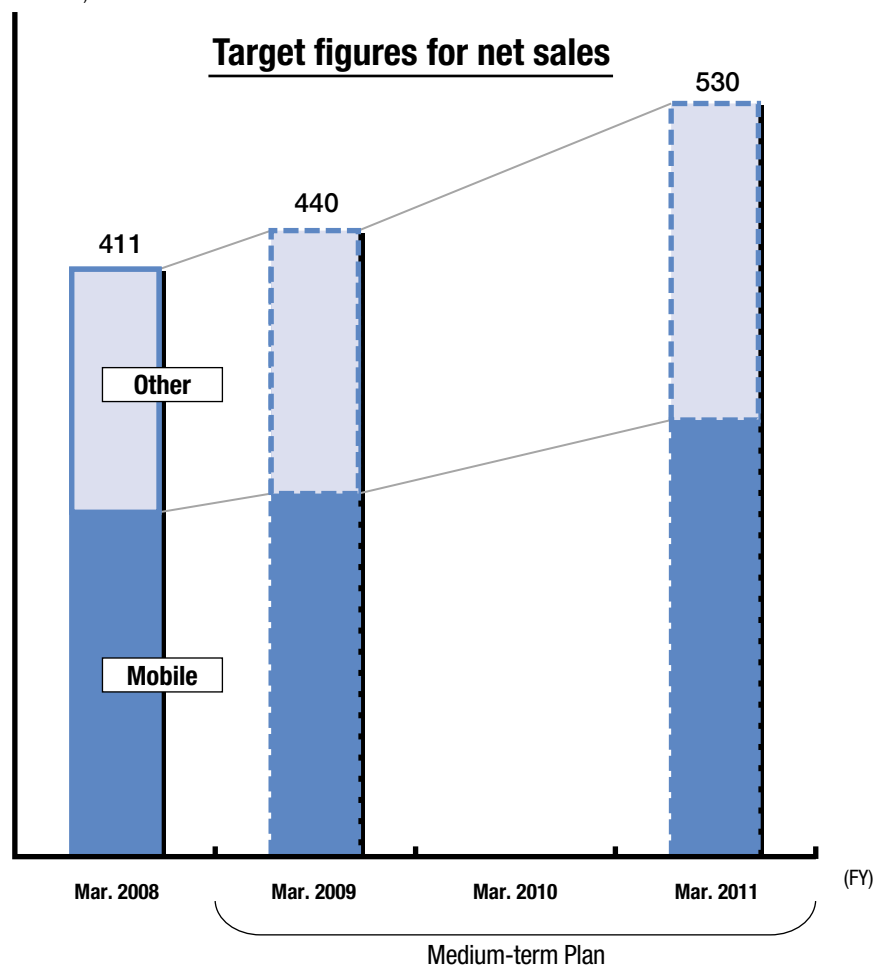
◆ In the DoCoMo business, peripheral businesses will be inadequate to offset the decline in infrastructure projects.

II-6. Strategy for Expanding the NCC Business

◆ Expansion in the NCC business to cover drop in the DoCoMo business ◆

Net Sales
(Unit: ¥100 million)

◆ The NCC field is a growth business. ◆



◆ COMSYS will expand the nationwide carrier business.

- Expanding the share of existing businesses
- Expanding peripheral businesses (maintenance, new residential projects, etc.)
- Developing new carrier businesses (WiMAX, etc.)

◆ Joint operations with manufacturers and vendors

- Commercialization of construction capacity (wireless devices, IP design and testing)
- Project proposal marketing

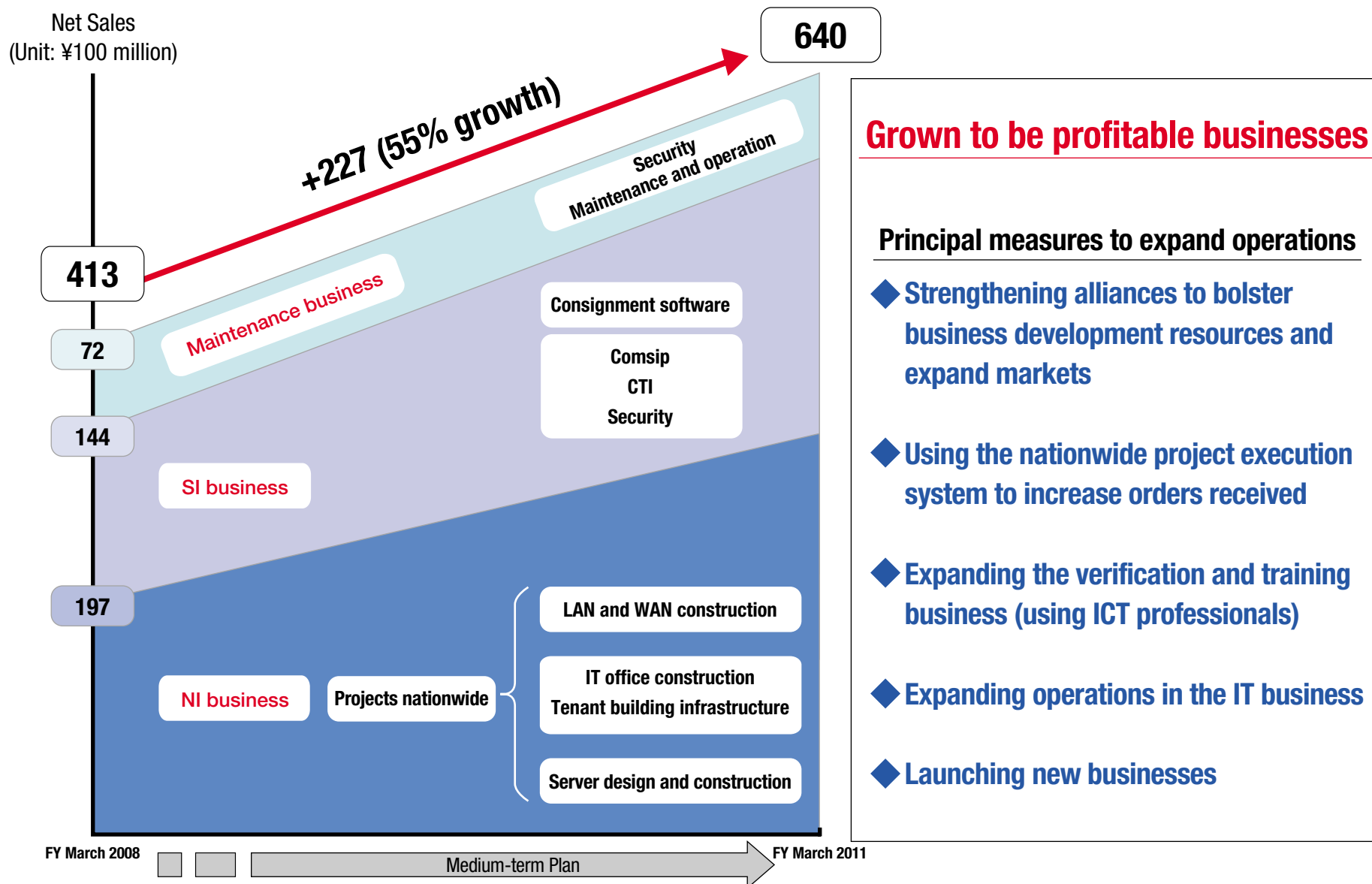
◆ Developing a new regional carrier business

- Increased entry into the FTTH field by regional electric power companies, CATV companies, etc.
- Responding to regional WiMAX

◆ Strengthening the nationwide marketing and project execution systems

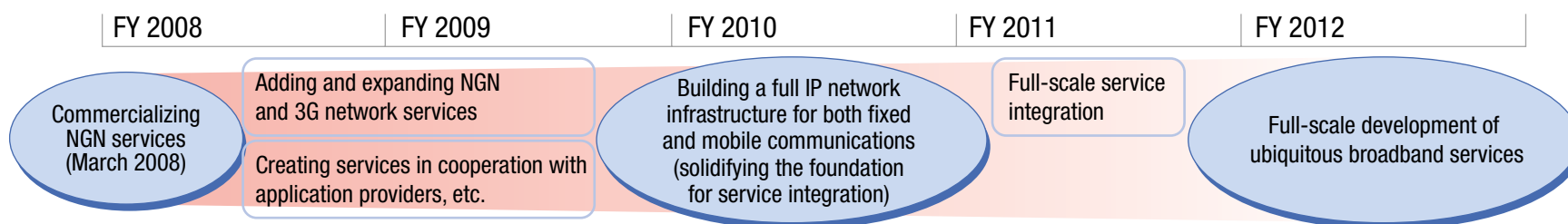
- Facilitating the appropriate assignment of personnel within the COMSYS Holdings Group

II-7. Strategy for Expanding the IT Solutions Business

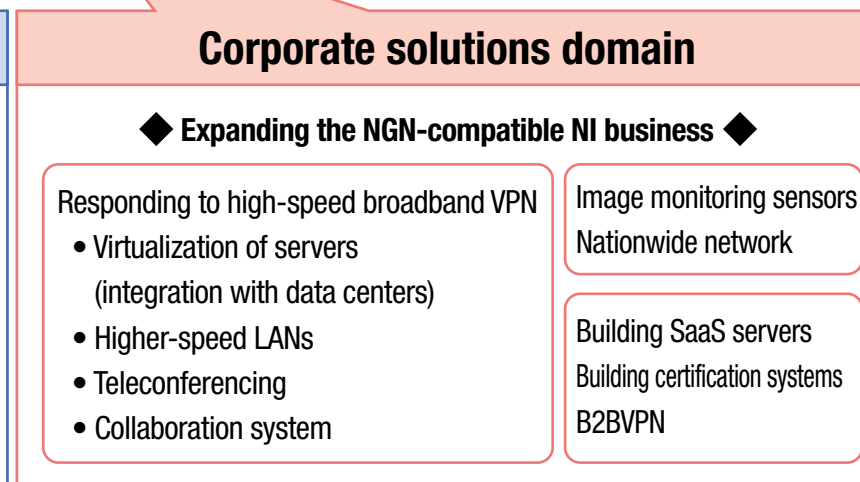
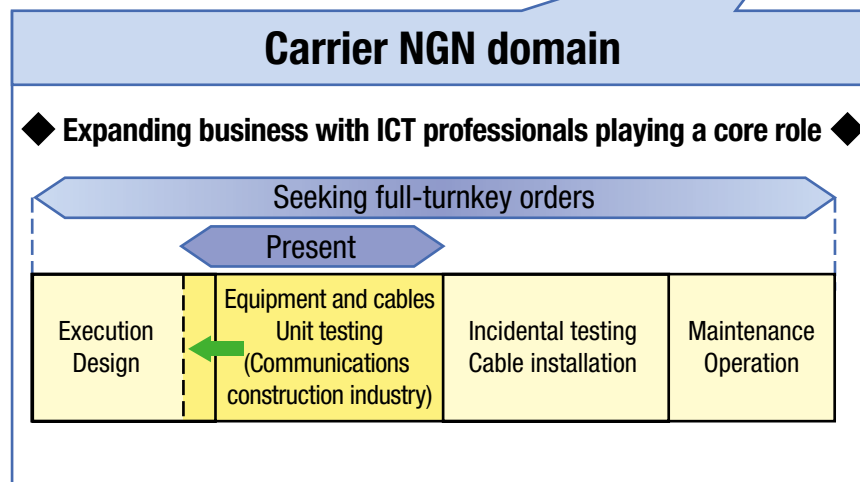


II-8. Expanding the IP Network Business Domain

Developments at NTT



Source: NTT documents



Highly Skilled Personnel	March 31, 2005 (Cumulative)	March 31, 2008 (Performance)
(Unit: Persons)		
CCIE (Cisco)	6	65
LPIC-2 (Linux)	16	115
SCNA (Sun)	7	9

Training of ICT professionals

- ◆ Expanding the testing and verification business
- ◆ Expanding the training business

86 people seconded to NTT Research laboratories; net sales, ¥1.4 billion.

Established NGN-SF Corporation (April 2007)

II-9. Principal Measures to Achieve Medium-term Productivity Enhancement and Rationalization



◆ **Increasing productivity and dramatically strengthening cost competitiveness** ◆

Principal medium-term measures

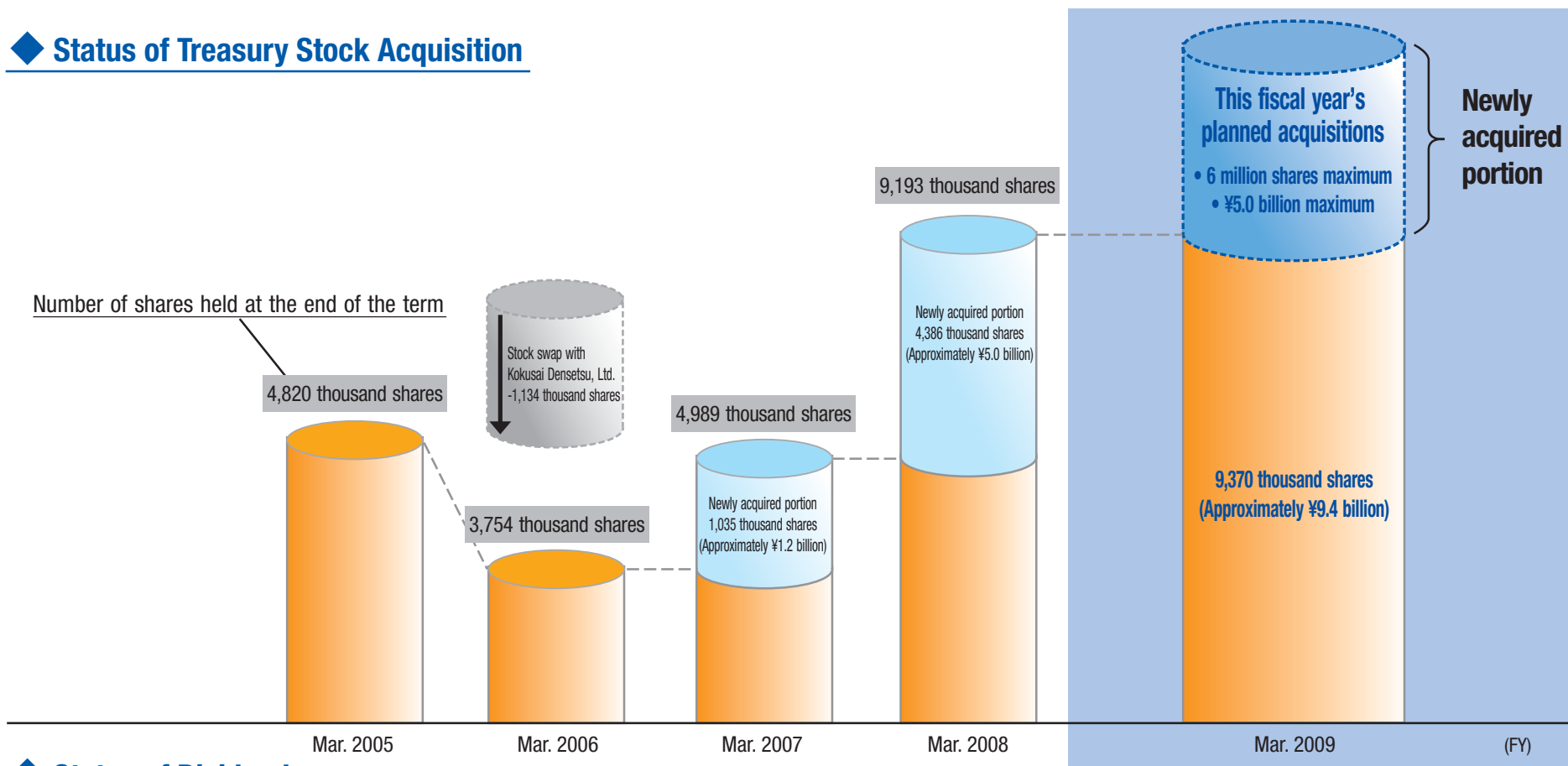
- ◆ Re-evaluating the division of roles among consolidated subsidiaries
- ◆ Rationalization of branches and construction bases
- ◆ Ingraining awareness of BPR
- ◆ Roll out COMSYS-style *kaizen* (improvement) at all Group companies nationwide
- ◆ Thorough shift to shared services (integration of joint operations)

Standardization of workflow and computerization throughout the COMSYS Holdings Group

- ◇ **Building new core systems**
- ◇ **Building business support systems**

III. Returns to Shareholders

◆ Status of Treasury Stock Acquisition



◆ Status of Dividends

Dividends per Share	¥15	¥15	¥17	¥17	¥20 (Planned)
Interim	5	7	7	7	¥10 (¥7+Fifth anniversary commemorative dividend ¥3)
Year-end	10	8	10	10	
Consolidated Payout Ratio	25.7%	21.5%	19.5%	20.3%	32.1% (Planned)