

# IT Master Plan

FY2019 ▶ FY2021

March 28, 2019  
Japan Exchange Group, Inc.

(Translation Disclaimer)

This English version is not an official translation of the original Japanese document. In cases where any differences occur between the English version and the original Japanese version, the Japanese version prevails. Japan Exchange Group, Inc. (“JPX”) and its subsidiaries accept no responsibility or liability for damage or loss caused by any error, inaccuracy or misunderstanding with regard to this translation. This translation may be used only for reference purposes. JPX and its subsidiaries maintain the right to claim compensation for any damage or loss it may suffer from the violation of these conditions.

(Forward-Looking Statements)

These materials contain statements that constitute forward-looking statements. Some of these statements express, for general management purposes only, group performance targets. Forward-looking statements are not a guarantee of future performance. These statements are based on assumptions, which may prove incorrect, and reflect our management’s current views or expectations with respect to future events or results rather than historical facts. These forward-looking statements involve risks and uncertainties that could cause our actual results to differ materially from those we currently anticipate. Potential risks and uncertainties include, without limitation, that: (1) because our operations are restricted by law, we may experience competitive disadvantages if we are unable to receive in a timely manner or at all regulatory approvals necessary to pursue new business opportunities and new regulations or the manner of application or interpretation of existing regulations could restrict our current business or limit future business opportunities; and (2) because our group revenues are significantly affected by the level of market activity, they could be materially adversely affected by a general economic downturn, particularly in Japan, resulting in a reduction in trading volumes and liquidity of TSE-listed products.

(No Offer of Securities)

These materials are not an offer for sale of our securities in the United States or anywhere else. Our securities have not been registered under the U.S. Securities Act of 1933, as amended (“the Securities Act”) and may not be sold in the United States absent registration or an exemption from registration under the Securities Act.

**The IT Master Plan is, as an accompaniment to the Medium-Term Management Plan, formulated to clearly communicate JPX's direction and strategy on IT internally and externally and drive business by aligning management and IT policies for achieving business targets set in the Medium-Term Management Plan.**

# Basic Concept of IT Master Plan

We design the vision for JPX's IT divisions looking ahead 10 years into the future. Based on such mid- to long-term vision, we formulate and advance measures that contribute to achieving the targets in the 3rd Medium-Term Management Plan.

## JPX IT Divisions' 10-Year Vision

1.

**IT as source of competitiveness and key to maintaining industrial edge**

The exchange is a systems infrastructure, and IT lies at the foundation for driving our business forward and creating new business. Thus, **JPX identifies IT as its source of competitiveness and the key to maintaining its edge in the industry. We incorporate the latest in IT to provide highly reliable and convenient market infrastructure and services.**

2.

**Maximal use of rapidly evolving technology**

Aiming for stable market operations and apt response to changes in the market environment, **business administration and IT collaborate closely in market operations. As a market infrastructure provider, JPX makes maximal use of evolving technology at an accelerated pace and supports market operations via the use of technology.**

# Approach for Building IT Strategy

IT divisions need to stably operate markets while responding to changes based on the basic policy of 3rd Medium-Term Management Plan.

## Core Strategies in 3rd MTMP

**"Sail to the future.  
Keep the market secure."**



I Pursue "the shape of the market" toward the next generation

II Launch and develop a comprehensive exchange

III Diversify and propel data services into the next generation

IV Develop a foundation to support our business and the society

## Approach for Building IT Strategy

With JPX running various systems and businesses, IT divisions will prepare themselves to respond to diverse changes.

Sustainable  
market  
operations

Steady implementation of existing development/project

Reliability, efficiency, and availability

IT agility  
amid  
changes

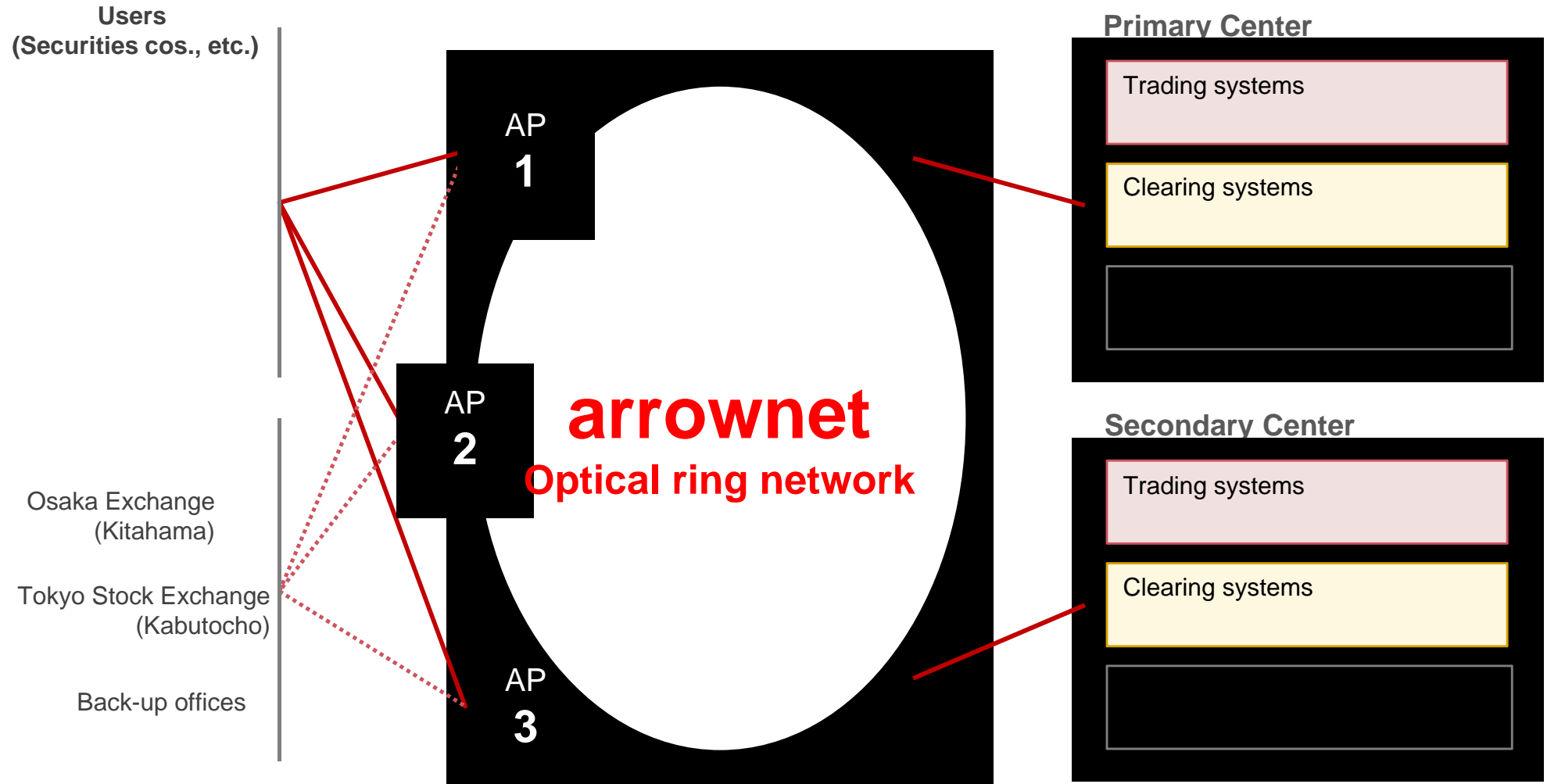
Adapt to drastic changes in the external environment

Catch up with technology diversifications and commoditization

# Specific Measures

Med-term Management Plan	Sustainable market operations	IT agility amid changes		
<b>I.</b> Pursue “the shape of the market” toward the next generation	<b>I.-(1)</b> Improve reliability and convenience via system upgrades	<b>I.-(2)</b> Raise the topline by building new platforms		
<b>II.</b> Launch and develop a comprehensive exchange	<b>II.-(1)</b> Realize flexible launch of new products and functions			
<b>III.</b> Diversify and propel data services into the next generation			<b>III.-(1)</b> Use accumulated information resources	<b>III.-(2)</b> Diversify channels that enable flexible information distribution
<b>IV.</b> Develop a foundation to support our business and the society	<b>IV.-(1)</b> Improve BCP measures by building new secondary center	<b>IV.-(2)</b> Enhance stability by using new technology	<b>IV.-(5)</b> Proactively adopt advanced technology	<b>IV.-(6)</b> Train/develop human resources to use technology
	<b>IV. -(3)</b> Optimize operations via cloud and automation	<b>IV. -(4)</b> Strengthen measures against more complex cyber-attacks		

# Overview of JPX Systems (As of April 2019)



# IT Systems Plan



\* Details of the system architecture at the new secondary center will be subject to future discussions to match the replacement schedule of the relevant systems.



