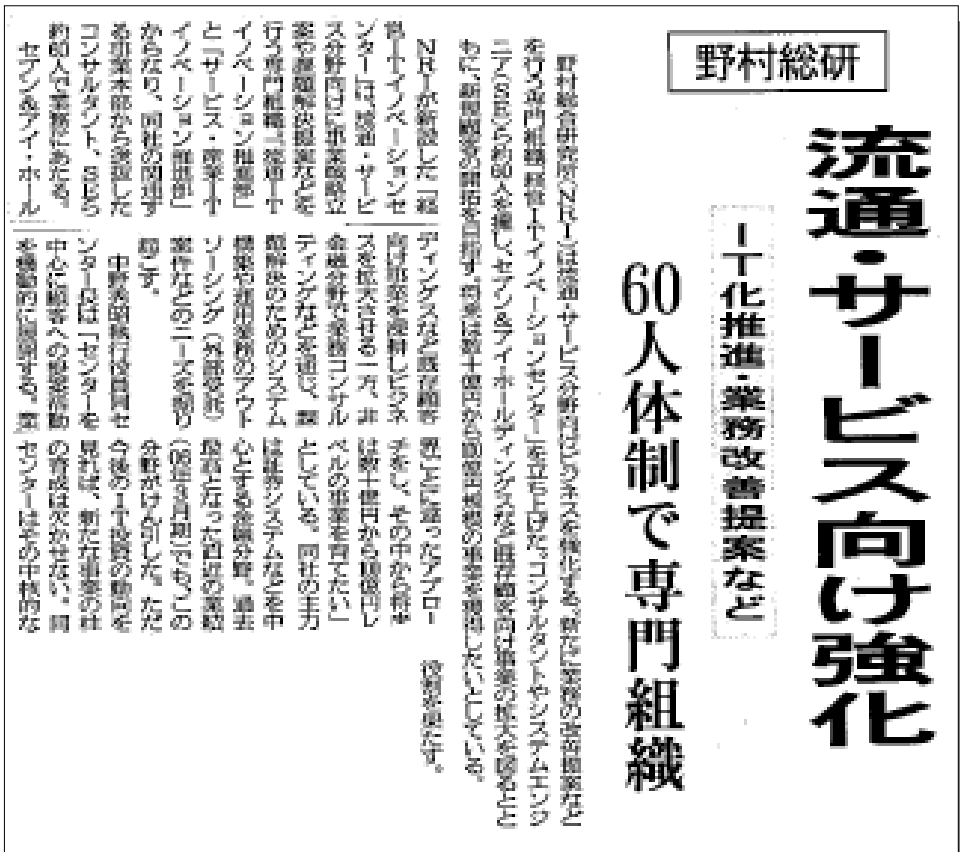


# References

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- 1. 1<sup>st</sup> Quarter FY March 2007 Activities**
- 2. Projects**
- 3. Others**

# 1. 1st Quarter FY March 2007 Activities - From Various Media(1)

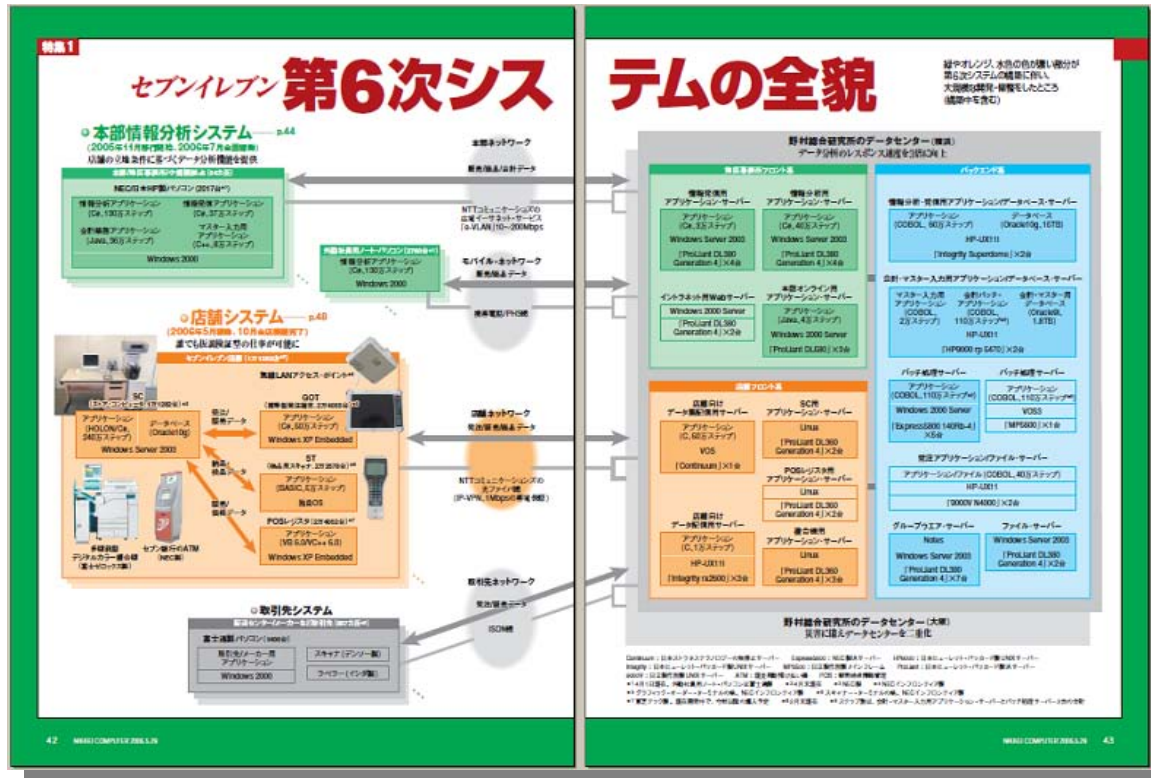


Nikkan Kogyo Shimbun, May 10, 2006

## Center for Innovative Systems Research for Management

- NRI has established the “Center for Innovative Systems Research for Management”, an organization specializing in proposals to the distribution and service industry for business strategies and problem solving.
- The Center’s mission is to forge the core concepts for new businesses, in light of the direction of future IT investment.
  - Expand business by maximizing services to existing customers.
  - Uncover needs for system construction for problem solving and outsourcing of the operation through business consulting in non-financial fields.

# 1. 1st Quarter FY March 2007 Activities - From Various Media(2)



Nikkei Computer, May 29, 2006

## 電子マネーに共通端末

### セブン&アイ、来年秋メド全規格対応 「スイカ」などと提携交渉

セブンは、アイ・ホールディングスは、既に発行する電子マネーのほかに、スイカなどを全規格対応の決済手段とする計画を明らかにした。また、2007年秋の活用を目指し、電子マネーの活用範囲を拡大し、セブン&アイは、同業最大の提携交渉をすすめている。

セブンは、アイ・ホールディングスは、既に発行する電子マネーのほかに、スイカなどを全規格対応の決済手段とする計画を明らかにした。また、2007年秋の活用を目指し、電子マネーの活用範囲を拡大し、セブン&アイは、同業最大の提携交渉をすすめている。

運営主体	発行枚数・利用者数	加盟店(店)
ナナコ		
セブン&アイHD	1,000万(初年度)	12,500(07年秋予定)
エディ		
ビットワレット	1,790万	32,000
スイカ		
J-RE日本	1,630万	5,000

ID	発行枚数	加盟店(店)
NTTドコモ	2万	25,000
クイックペイ		
JCB	3万	7,000
スマートプラス		
UFJニコス	2万	2,000

セブンは、アイ・ホールディングスは、既に発行する電子マネーのほかに、スイカなどを全規格対応の決済手段とする計画を明らかにした。また、2007年秋の活用を目指し、電子マネーの活用範囲を拡大し、セブン&アイは、同業最大の提携交渉をすすめている。

Nikkei Shimbun, May 19, 2006



## 2. Projects

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- An example of a proposal for core system outsourcing



Rengo Co.,Ltd.



KUMON INSTITUTE OF  
EDUCATION CO.,LTD.

### 3. Others - Certification under CMMI International Software Development Standard

#### Acquisition of CMMI Level 5 Certification

- **IT Solutions Department for Public Insurance (which developed Japan Post's Life Insurance System) has received CMMI Level 5 certification, the highest level under the CMMI system.**
- **This certification requires the satisfaction of a checklist of 23 inspection items, including improvement of the development process through analysis of the causes of defective products and other negative factors.**
- **Fewer than twenty Japanese firms have received this certification.**

*Nikkei Sangyo Shimbun,*

July 7, 2006

Note: CMMI(Capability Maturity Model Integration)

This is a process improvement model developed by Carnegie Mellon University's Software Engineering Institute (CMU/SEI), and an international standard to evaluate and rank software development processes.

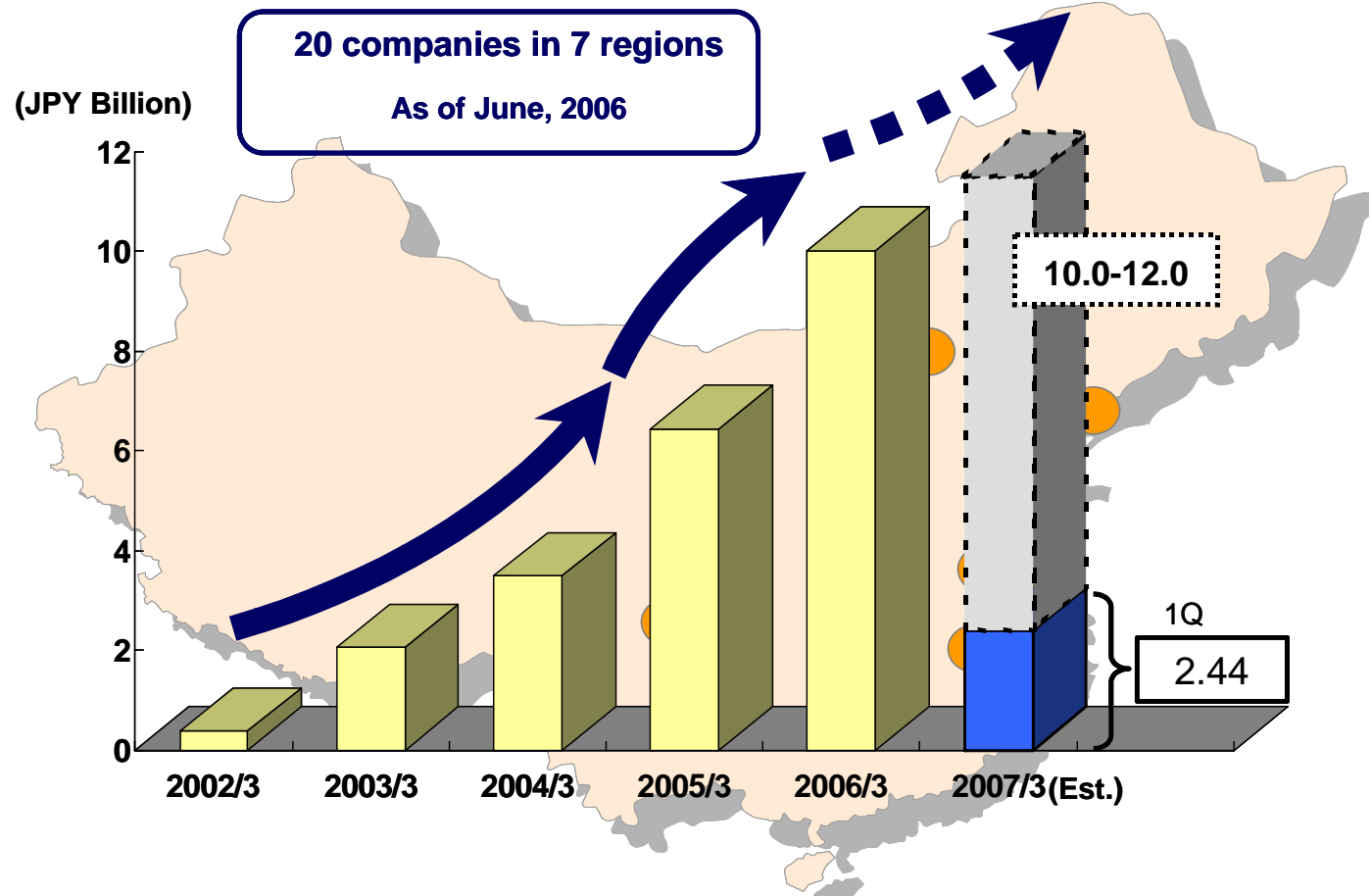
Level 5 is defined as the "optimal" stage, in which high quality is maintained in products and processes through continuous analysis, evaluation, and improvement of the software development process on an organizational level.



### 3. Others - Offshore development in China

#### Progress of offshore development in China

*Nikkei Sangyo Shimbun,*  
May 23, 2006



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*This document contains statements that constitute forward-looking statements. These statements include descriptions regarding the intent, belief or current expectations of the Company or its officers with respect to the consolidated results of operations and financial condition of the Company.*

*Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors.*

*The Company does not undertake to revise forward-looking statements to reflect future events or circumstances.*