

References

- 1. 1H FY March 2008 Activities**
- 2. Project**
- 3. Others**

1. 1H FY March 2008 Activities

Training project managers

- Reform awareness of employee for quality by checking projects in 150 development conferences every year.
- Train employees in partner companies and offshore companies (not just NRI's employees) with the aim of creating reliable partners.

SI各社 PM育成に力
プロジェクトマネジャー

意識改革や人材教育に工夫

情報サービス関連のIT（情報技術）投資が上向いている。金融を中心にシステム開発案件が豊富で、主要各社は「現状は開発プロジェクト管理をするPM（プロジェクトマネジャー）が不足している」と口をそろえる。各社とも下期に向け技術者育成などもめった人材育成を進め始めた。

昨年からは金融業界を中心にSI（システム構築）案件が豊富で、通信や製造、流通などでも案件が増え始めている。SIは効率化が図られている半面、根本は人財確保になっているため、開発技術者不足は情報サービス企業にとっても痛手を通じてしまふ。一方で「数年前苦しまれた赤字案件の発生を抑えたい」（SIベンダー首脳）のが本音だ。

技術力で案件獲得へ
各社は技術力の高い人材を増やすことで旺盛な案件の獲得と処理に努めようとしている。特にプロジェクトマネジャーの育成では、各社ともPM育成を加速させてきている。

次代のPMとなる人材を30人抜擢し教育を始めた。NRIは現場の人間の声に注目。PMの成功や失敗の情報を共有し、独自の手法でマニュアル化する「PM WIS（PM）を作った適用、効果を挙げてきた。

人材マップを作成
日立システムアンドサービスは資力格やプロジェクト管理などの社内技術マップに加え、人材マップの作成にも取り組む。PMの社内認定では、人材を重宝とし、最適なプロジェクトの配属と育成を進めている。東芝グループでは東芝情報システムが「自己批判会議」により人の問題に真つ向から立ち向かった。人材の育成だけでなく、意識の改革により、改善に向かっているという。

「PM育成研究所」NRIは技術者育成に加え、ここ2年は年間100回にわたる開発会議で案件のチェックをしたことで、社員意識を変えている。協力

会社との関係やオシヨア（海外開発委託）先の人材育成を徹底し、裏のパートナー作りを推進する。アイティフォーもPMの進化を始めた。これまで十分にできていなかった反省から外部から専門の人員を集め、社内でも徹底させている。

Dempa Shimbun, September 7, 2007

1. 1H FY March 2008 Activities - New data center completed on October 2



External view of new data center, which adapts a restful design to fit in with its surroundings

Official name: Yokohama Second Data Center



Objective is to receive contracts for full outsourcing from customers

**Serious inquiries, primarily from financial institutions
Several companies have already made informal decisions to use the center**



Center entrance



Quake-absorbing structure at data center



Strict security check facility

1. 1H FY March 2008 Activities

- Joint research center with Tsinghua University is launched



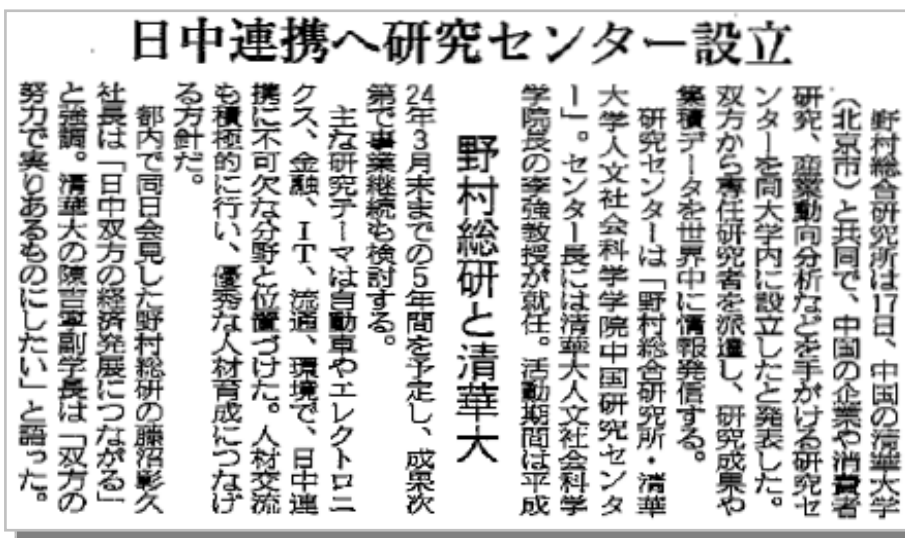
External view of China Research Center of NRI - Tsinghua University



Press conference with Tsinghua University on April 17, 2007



October 12, 2007, Speech to commemorate inauguration of center



Sankei Shimbun, April 18, 2007

2. Project

KANDENKO

Kandenko Co. ,Ltd.

‘System Outsourcing’

3. Others - Supplementary explanation

■ FY March 2008 Consolidated Earnings Model

- Sales of JPY355.0 billion and operating profit of JPY55.0 billion

(Unit:JPY billion)

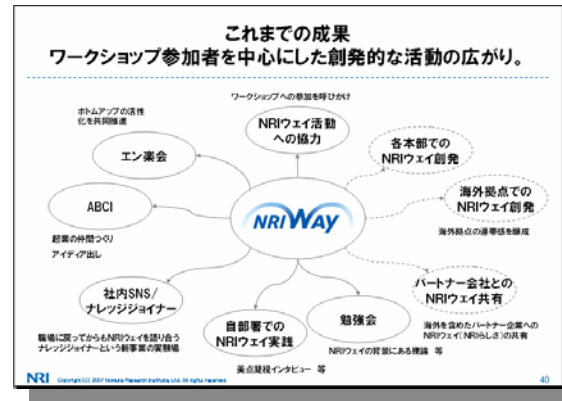
	FY Mar.2007 (Results)	FY Mar.2008 (Forecasts as of Oct. 25,2007)	YoY		FY Mar.2008 (Forecasts as of Jul. 25,2007)
			Diff.	Change	
Sales	322.5	355.0	32.4	10.1%	350.0
Cost of Sales	234.5	250.0	15.4	6.6%	249.0
Personnel	50.1	55.5	5.3	10.7%	55.5
Subcontracting Costs	102.3	121.5	19.1	18.7%	117.5
Depreciation	18.8	15.5	(3.3)	(18.0%)	16.5
Gross Profit	87.9	105.0	17.0	19.4%	101.0
Gross Profit Margin	27.3%	29.6%	2.3P		28.9%
SG&A	44.0	50.0	5.9	13.5%	49.0
Operating Profit	43.8	55.0	11.1	25.3%	52.0
Operating Profit Margin	13.6%	15.5%	1.9P		14.9%

Note: Figures are consolidated estimates for preparing this earnings model.

3. Others - NRI Way

NRI Way Project

With the merger's 20th anniversary approaching in January 2008, NRI reviewed the strengths it had built up and considered whether they had led to today's success. This project aims to develop new NRI Group strengths with all employees to achieve major dreams and ambitions.



Expanded activities of workshop participants



Education through the web-based company magazine, "NRI Wave"

Positive departure (Focus on virtues)

Setting groundwork for future developments

Dialogue, actions and learning for future developments

New NRI developments



Strengths and accomplishments achieved in NRI's history thus far
Future strengths and ambitions for the future we are creating



Pictures of cross-company workshop

3. Others - Branding Activities

Project 2015

Based on NRI's own analysis and outlook, we will lay out our images for lifestyle and society and the industrial structure in 2015-2020, and ***propose a vision for the future in 2015-2020.***

Issue to go on sale in early December 2007



Cover of publication
(Cover could change without prior notice.)

Image for industries

Finance

Housing and transportation

Media

Environment and energy

Health care

Public services

Automobiles

...

Changes in image of lifestyle and society

Administration, finances and government

Citizens

Economic structure

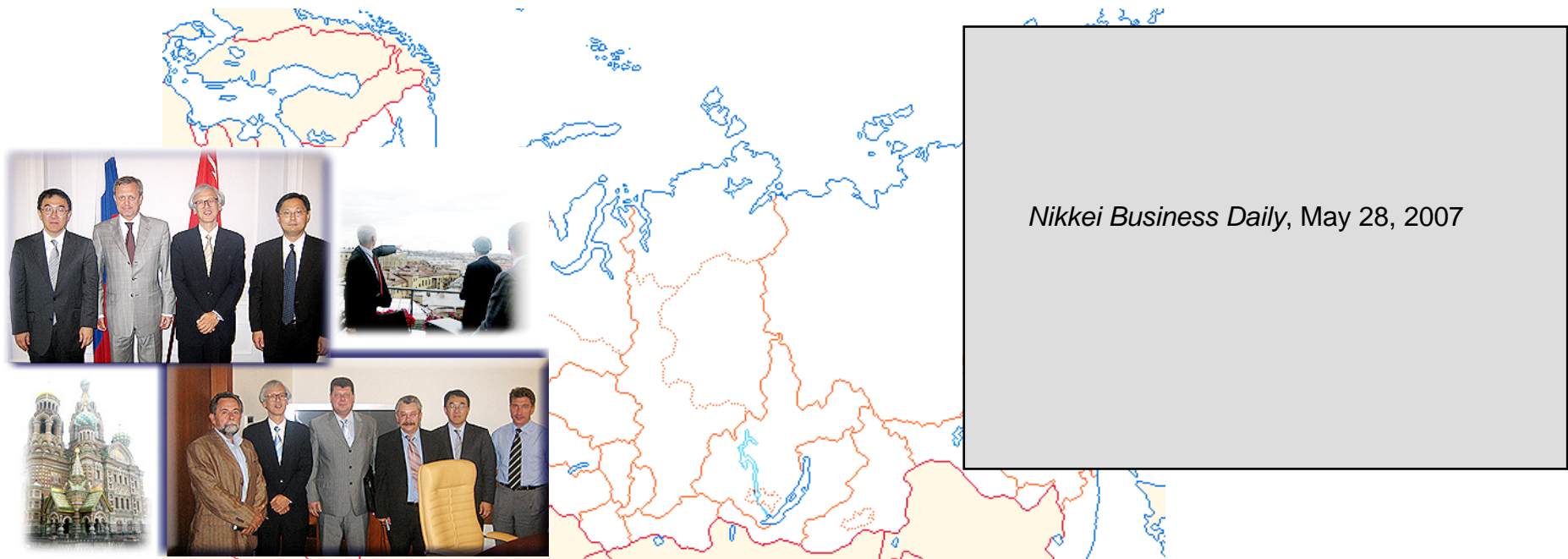
Population structure

International relationships

3. Others - Global activities in Russia and other countries

(1) Joint research with Moscow University's Graduate School of Business Management on the Russian economy

(3) Consumer behavior surveys currently conducted twice a year in Russia (six cities including St. Petersburg and Moscow)



(2) Proposals submitted to municipal and government-related organizations to enhance Russia's industrial competitiveness and develop its regional economies

(4) Consulting services on business expansion in Russia offered to private companies