

## Software & Services

### Business Strategy

While we project moderate recovery in demand for our software and services in fiscal 2004, we expect that competition for new business will intensify significantly going forward. To meet this challenge and grow, we will build on the core value of our software and services business, including a vast customer base encompassing approximately 170,000 customers in Japan alone (4,000 of which are mainframe users) and 10 trillion yen in customers' application assets, as well as our accumulated knowledge, know-how and record of success in systems construction.

To strengthen our business, we will pursue the following measures: 1) leverage our consulting services to expand our systems integration and outsourcing businesses, 2) strengthen our open system migration and system optimization services, and 3) enhance our services for small and medium-sized enterprises. In systems integration, we will make a special effort to renovate and widely implement our SDAS (Systems Development Architecture and Support) comprehensive systems development methodology in order to shorten development time and improve quality. In addition, to reform our business practices and increase profitability,

we are establishing a system to monitor business risk and improve project transparency and management. We are also putting emphasis on developing business in the growing e-government/e-municipality and healthcare markets, as well as on creating new markets and business opportunities utilizing our cutting-edge work in such areas as ubiquitous networking, Linux and grid computing.

Overseas, through the realignment of our operations in Europe, North America, Australasia, China and elsewhere, we are putting in place a new organizational structure that will lay the foundation for increased profitability. We will also work to reinforce our worldwide support structure and expand our overseas business with an emphasis on infrastructure services and our TRIOLE\* model for optimizing IT infrastructure. Through these and other measures, we will strive to capitalize on our global structure and comprehensive strengths to provide solutions to customers around the world.

\* TRIOLE: A highly reliable IT infrastructure model that brings together pre-verified combinations of servers, storage systems, networking and other equipment. Meets the requirements of enterprises and organizations to support business expansion, speed operational development, deliver stable operations and reduce TCO.



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