FY2019 Business Briefing (NTT DATA’s Digital Strategy)

December 10, 2019
NTT DATA Corporation
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Notes
※ Descriptions and predictions in this document are based on the current information and may change due to domestic and international economy, trend in the information service industry, development of new services and technologies. Therefore, our Group will not guarantee its certainty.
※ Services and products described in this document are a registered trademark or trademark of NTT DATA CORPORATION and each of other companies.
Part 1: “Strategy 1” of Mid-Term Management Plan - Overview

Masanori Suzuki
Head of Strategy Office and Senior Vice President
Profile

■ Career History

April 1988  Joined NTT DATA Communications Systems Corporation
August 1998  The Company’s name was changed to NTT DATA Corporation
July 2003  Head of Financial System Sector
May 2004  Head of Regional Banking System Sector
April 2008  Head of BeSTA Planning Section, General Banking Business Unit, Regional Banking System Sector
July 2009  Head of First Banking Section, First Regional Banking Business Unit, Second Financial Sector
June 2012  Head of New Business Planning Headquarters
October 2012  Head of New Business Planning Headquarters, Second Financial Sector
April 2013  Head of First Banking Division and Head of Planning Department, Second Financial Sector
July 2015  Head of Business Strategy Department, Financial Segment
June 2016  Head of Second Financial Sector and Senior Vice President
June 2019  Head of Strategy Office and Senior Vice President (current post)

Masanori Suzuki
Head of Strategy Office and Senior Vice President
1. Global 3\textsuperscript{rd} Stage Overview and Positioning of Current Mid-Term Management Plan
Global 3rd Stage Overview

Around FY2025

3 Global 3rd Stage
Expand Trusted Brand
Global Top 5

FY2018

2 Global 2nd Stage
Recognized Global Brand

FY2016

1 Global 1st Stage
Increased Global Coverage
Global 3rd Stage Overview

Vision for the Global 3rd Stage

Global TOP 5

Well-balanced portfolio of net sales in Japan & APAC, North America, and EMEA & LATAM

Increasing the number of clients from whom NTT DATA earns annual net sales of over 5 billion yen

70 ⇒ More than 100 companies
The NTT DATA Group uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.

**Corporate Philosophy**

**Mid-Term Management Plan (FY2019→2021)**

- **Pursuing profitable global growth with consistent belief and courage to change**
  - Define and refine our strengths and use them as a source for our future growth

**Global 2nd Stage**

- Net Sales: ¥2.5 trillion
- Client Base: Over 80 companies
- Operating Income Margin: 8%
- Overseas EBITA Margin: 7%

**Midpoint to Global 3rd Stage**

**Global 3rd Stage**

- Trusted Global Innovator
- Global Top 5
- Optimize global business portfolio
- Client base: more than 100 companies

**Shape the future society with our clients**

- We will contribute toward achieving the SDGs and cultivate ongoing increases in corporate value by creating value based on Long-Term Relationships with clients

**Time**

- FY2018
- FY2021
- FY2025
- FY2030
Overview of Mid-Term Management Plan

Profitable global growth

Growth | Earnings

COURAGE TO CHANGE

Transformation | Synergy

CONSISTENT BELIEF

Corporate Philosophy

NTT DATA uses information technology to create new paradigms and values, which help contribute to a more affluent and harmonious society.

Long-Term Relationships
Overview of Mid-Term Management Plan

Profitable global growth

Growth

Earnings

COURAGE TO CHANGE

Transformation

Synergy

Pursue profitable global growth with courage to change underpinned by consistent belief.
Maximize value for our clients

Further accelerate digital transformation
Maximize global synergy

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<td>Expand global digital</td>
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<td>Unleash our employees’</td>
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<td>potential that maximize</td>
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<td>organizational strengths</td>
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</table>
Maximize value for our clients
Further accelerate digital transformation
Maximize global synergy

Strategy 1
Expand global digital offerings

Strategy 2
Deliver greater value to clients based on regional needs

Strategy 1 as a key to further accelerate digital transformation and maximize global synergy
2. Overview of Strategy 1
(Expand Global Digital Offerings)
Maximize value for our clients

Further accelerate digital transformation
Maximize global synergy

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<tr>
<td>Unleash our employees’ potential that maximize organizational strengths</td>
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</table>
Strategy 1 Expand Global Digital Offerings

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

Accelerate Global Marketing

Develop Digital Offerings

Provide support to create & leverage offerings

Expand CoE

Blockchain  Design  DevOps  AI
Strategy 1  Expand Global Digital Offerings

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

- Accelerate Global Marketing
- Develop Digital Offerings
- Provide support to create & leverage offerings
- Expand CoE
  - Blockchain
  - Design
  - DevOps
  - AI

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Established Global Industries Teams to strengthen collaboration
Respond to complex client requirements

Global Industries & Accounts

Global Offerings
Japan, North America, EMEA & LATAM, China & APAC

Collaboration - Global One Team
Accelerate Global Marketing ～Strengthen global collaboration～

Win leading positions in the fields where we have a competitive advantage.
Aim for Global Top 5 for All NTT DATA

2018 Market Share - IT Services

Finance
IBM, $9.4, -17.0%
FIS, $6.9,-7.3%
$6.0, +0.1%

Healthcare
IBM, $4.8, +2.0%
Cognizant, $2.9,8.2%
$0.7, +0.1%

Insurance
IBM, $4.8, +2.0%
PwC, $1.9,5.7%
$1.5, +1.6%

Manufacturing
IBM, $7.3, +1.9%
Accenture, $7.1, +11.4%
$3.5, +10.4%

Public
Leidos, $7.5,0.0%
BAH, $6.4,7.1%
$3.5, +7.4%

Retail
Deloitte, $4.6, +12.1%
Accenture, $4.6, +11.2%
$0.3, +9.9%

Teleco/Media
IBM, $9.3, +34.5%
Accenture, $7.6,15.8%
$2.1, +14.4%

Transportation
IBM, $2.7, +1.2%
Accenture, $2.0, +9.6%
$0.3, +10.1%

Utility
Accenture, $3.9, +21.5%
IBM, $2.5, +2.5%
$0.4, +16.1%

Wholesale
IBM, $1.1, +3.1%
Fujitsu, $1.1, +3.0%
$0.08, 6.6%

Rev in 2018 (US$B), Rev growth in 2017-18

Graphs are created by NTT DATA based on Gartner Research. Source: Gartner, Market Share: IT Services, 2018, Dean Blackmore et al., 8 April 2019

Accelerate Global Marketing ～Strengthen global collaboration～

Formed One Teams for global industries and developing strategies

- Automotive
- Banking
- Insurance
- Healthcare
- Telco / Media
- Retail

North America
EMEA & LATAM
China & APAC
Japan

Develop strategies across the globe
- Marketing strategy
- Account strategy
- Offering strategy

Global One Team
Companies of EMEA and India collaborated to win back a lost order for updating a large-scale core system of a leading global reinsurance company.

Order lost
2017
Lost order for application maintenance project

Vendor at the time was not doing well
Proposed recovery plan through group collaboration

NTT DATA Germany
NTT DATA Services India
itelligence Poland, etc.

Reversed and won the order
• 41% cost reduction
• Won order for core system update
• Also won back part of maintenance project
Strategy 1  Expand Global Digital Offerings

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

- **Accelerate Global Marketing**
- **Develop Digital Offerings**
- **Expand CoE**
  - Blockchain
  - Design
  - DevOps
  - AI

DSO initiatives will be explained in Part 2.
Focus on 8 fields to strengthen capabilities & build solutions

8 Strategy Fields

- Finance / Insurance
- Automotive
- Healthcare
- Retail
- Disruptive
- Teleco / Media
- Information Utilization
- Automation

Digital Drivers to Lead Change

- New products or services
- Personalized experience
- Ecosystem integration
- Disruptive business models
- Process automation
- IT Optimization
- Intelligent Automation
- Internet of Things (IoT)
- Cybersecurity
- Customer Experience
- Data & Intelligence

Digital Competency CoEs

- Healthcare
- Retail
- Automation
- Information Utilization
- Automotive
- Teleco / Media
- Disruptive
- CX
- Cybersecurity

Develop Digital Offering ~Digital Strategy Office~
Strategy 1: Expand Global Digital Offerings

Build our strengths & improve how we compete

Accelerate global synergy by creating strong offerings backed by aggressive investment for focus areas, and deliver them along with proactive marketing and leveraging technology.

Accelerate Global Marketing
Develop Digital Offerings

Provide support to create & leverage offerings

Expand CoE
- Blockchain
- Design
- DevOps
- AI
Expand CoE

Accelerate global utilization
Gather & utilize knowledge in advanced technologies

Block Chain
Ranked as a “Leader”

Design
 Ranked as a “Leader”
Use case: 80 projects

DevOps
Number of projects uses
Altemista Cloud: 172

AI
Newly Established
2019
Established team of 300+ professionals from 24 countries and regions
World’s 1st commercialized blockchain technology

Promote CoE
Technical support HR development - commercialization
Know-how of cutting edge technology

Commercialization

Develop PoC

ABI Lab
Tecnologia utile
Spunta: Italian Banking Project

LACCHAIN
Multi Sector
National Consortiums
Established team of 450+ professionals from 8 countries
Share design expertise with each other to accelerate customer DX

450+ UX Designers
Example of Design CoE

In a short period of only 8 months launched service of Vodafone Italia’s second brand ho

8 months From design to delivery with a design driven approach.
Part 2: Digital Strategy Office’s (DSO) Efforts

Yutaka Sasaki
Senior Vice President

※Leader of digital strategy at DSO since 2017
Profile

Yutaka Sasaki

Senior Vice President

※Leader of the digital strategy at DSO since 2017

Career History

April 1990  Joined NTT DATA Communications Systems Corporation
August 1998  The Company’s name was changed to NTT DATA Corporation
April 2003  Head of Enterprise System Sector
July 2008  Head of Enterprise Business Promotion Department
July 2009  Head of Global IT Services Business Promotion Department
October 2010  Head of Logistics Services Sector
November 2011  Head of Planning Promotion Department, manufacturing Business Sector
April 2012  Head of KIRIN Business Division, Fourth Enterprise Sector
July 2015  Head of KIRIN Business Division, Manufacturing IT Innovation Sector
June 2016  Head of Business Solutions Sector and Senior Vice President
June 2018  Head of Manufacturing IT Innovation Sector and Senior Vice President
1. DSO Overview
DSO’s Mission and Roles

- In July 2017, NTT DATA established DSO, an office for promoting the company’s digital business in preparation for the expansion of the digital business market.

**Mission**

Vitalize digital-related activities and grow the digital-related business rapidly by narrowing the gap between NTT DATA’s business and technologies and increasing the speed

**Roles**

1. Establish digital strategy of NTT DATA Group and promote digital investments based on it
2. Understanding forward-looking efforts in the digital business within the NTT DATA Group
In order to enable NTT DATA to make a leap forward as a leading company in the digital field, DSO promotes activities with “3 Planks” of making digital investments with clients, global alliance, and developing digital talents.

## Digital Leading Company

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<th>2. Strategic Partnerships</th>
<th>3. Talent Transformation</th>
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<td>Co-investments with clients</td>
<td>Collaborate with Universities, Ventures and IT Giants</td>
<td>Enhance digital business skills</td>
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<td>Corporate funding for strategic digital initiatives</td>
<td>Digital business models (DSO Silicon Valley)</td>
<td>Become a destination for ‘digital natives’</td>
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2. Example of DSO Efforts
Direct Investments

- For the first plank of “Direct Investments,” it is important to make co-investments and speedily promote projects with them.

Digital Leading Company

1. Direct Investments
   - Co-investments with clients
   - Corporate funding for strategic digital initiatives

2. Strategic Partnerships
   - Collaborate with Universities, Ventures and IT Giants
   - Digital business models (DSO Silicon Valley)

3. Talent Transformation
   - Enhance digital business skills
   - Become a destination for ‘digital natives’
In consideration of the market environment, the technology trend, and the areas of NTT DATA Group’s strengths, we determined eight strategy fields to focus on/invest in and examined investment projects for each field.

**8 Strategy Fields**

- Automotive
- BFSI
- Healthcare
- Telco / Media
- Retail
- BPO Automation
- Data Utilization
- Disruptive innovation

**Trend Survey**

- Market Trend
- Technology Trend w/ Technology Foresight

**Our Strengths**

- Global Industry Ranking
- Key Clients, Business Model
- Focus Technology (DFAs)
Case 1: Insurance ~Global Insurance Digital Platform~

Integrate insurance solutions of each overseas company on a common foundation to build a microservices architecture, develop a platform that can be deployed in the global market quickly at a low cost, and enhance the deployment in North America, South America and EMEA.

Overseas companies’ solutions/external services
- External Core Services

Integrating solutions on a common foundations
- External Core Services

Building a microservices architecture
- Underwriting
- Policy Admin
- Claim
- Group Management
- Billing
- Financial Services
- Life
- Annuity
- Health
- Valuable Annuity
- Car
- Travel

Enhancing the deployment in North America, South America and EMEA

Common Foundation
Business Function
Core Services
In order to realize a connected car and self-driving platform, we have developed a platform for collecting CAN and sensor data from vehicles and a dynamic map-space-time data management technology that reproduce the data in a spatio-temporal manner.
Case 3: Retail ~Global CX Hub~

Create new ways to gather & utilize data by digitizing real stores. Then, we integrated these data with online data to achieve digital marketing PDCA based on more accurate understanding of customers.

Sept.2019 - started cash register free store “Catch&Go” service to retail industry

- Supporting digitalization of brick-and-mortar stores, leveraging know how of omnichannel and EC site
- Streamlining store operations by reducing labor costs, etc.
- Capturing opportunity to increase sales by understanding movements and actions of consumers inside the stores through data
Case 4: Healthcare ~Diagnostic Imaging × AI~

Developing AI diagnostic imaging solution to reduce the time for diagnosis and prevent overlooking diseases. In the PoC conducted this fiscal year, its effectiveness in actual practices of diagnosing kidney cancer was verified.

A: Abnormality Detection Algorithm
Detect abnormalities in each organ

B: Location Algorithm
Locate abnormalities in organ

Demonstration experiments were conducted with University of Miyazaki from March to August 2019. It was confirmed that the system has high detection accuracy, especially for the detection of renal cancer. A PoC for verifying the effect of reducing doctors’ workload in actual diagnostic practices is scheduled in FY2020.
For the second plank of “Strategic Partnerships,” it is important to collaborate with a wide range of partners from start-ups and universities to IT giants in the digital business field which is evolving exponentially.

### Digital Leading Company

| 1 | Direct Investments | • Co-investments with clients  
|   |                   | • Corporate funding for strategic digital initiatives |

| 2 | Strategic Partnerships | • Collaborate with Universities, Ventures and IT Giants  
|   |                   | • Digital business models (DSO Silicon Valley) |

| 3 | Talent Transformation | • Enhance digital business skills  
|   |                   | • Become a destination for ‘digital natives’ |
In order to expand the digital business, it is necessary to accelerate the move toward a global alliance.

- Open Innovation Contest
- Open Innovation Camp
- Establishment of DSO Silicon Valley Office

Stage 1
Seed / Early stage start-ups

Stage 2
Series A/B start-ups

Stage 3
Exit stage ventures

IT Giants, Many companies

Open Innovation Contest

Open Innovation Camp
(Business matching meetings)

Acquisition
Taking minority stake
Business alliance

DSO Silicon Valley Office
Open Innovation Contest ("From the Port of Toyosu" and Business Contest)

Through "From the Port of Toyosu" and a business contest, we aim to create new businesses that would lead to a "Win-Win-Win" situation for start-ups, NTT DATA’s clients (major companies), and NTT DATA.

Client companies
(Major companies)

Requirement of new added value and faster commercialization

Through open innovation, we promptly create a business that would lead to a Win-Win-Win situation for clients, start-ups, and NTT DATA.

Advanced technologies/cases
(start-ups)

Capturing opportunities for further business expansion and alliances with major companies

"From the Port of Toyosu®" regular meeting (once a month)

- Presentation by start-ups
- Panel discussions
- Meetings to exchange opinions

Participated by more than 100 people, including clients

Business contest (once a year)

"Let’s change the world together"

- NTT DATA seeks proposals for businesses related to the company’s solution themes that may change the world
- Themes:
  - Healthcare/life science, finance/insurance/payments
  - Automotive/IoT, RPA/back office
  - Store counter/digital marketing, data distribution, and responses to disruptive social innovation

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① Open Innovation Contest
(Open Innovation Contest - held in 16 cities for this fiscal year)

Winners from all regions will gather in Tokyo to attend the Grande Finale on January 24
## ① Open Innovation Contest (List of Commercialized Proposals of Open Innovation)

About 10 collaborative projects have been launched from activities of the open innovation forum “From the Port of Toyosu” and global innovation contests.

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<th>Platform linkage type</th>
<th>Proposal</th>
<th>Description</th>
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<tr>
<td></td>
<td>iRidge</td>
<td>Recommendation marketing utilizing CAFIS Presh by linking with the general payment service “CAFIS”</td>
</tr>
<tr>
<td></td>
<td>Sassor</td>
<td>IoT electricity management service by linking with an IoT energy platform “ECONO-CREA”</td>
</tr>
<tr>
<td></td>
<td>Fintech companies like Money Forward</td>
<td>Fintech service through the API connection with an online banking platform “ANSER”</td>
</tr>
<tr>
<td></td>
<td>Payke</td>
<td>Inbound marketing utilizing CAFIS Attendant by linking with a general payment service “CAFIS”</td>
</tr>
<tr>
<td></td>
<td>Modiface (TechPower)</td>
<td>Killer application on the “Kendo Daiichi” application platform of the Dai-ichi Life Insurance Company to enhance health</td>
</tr>
<tr>
<td></td>
<td>Japan Medical Data Center</td>
<td>Adding functions to the “Kenko Daiichi” application platform of the Dai-ichi Life Insurance Company to enhance health</td>
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<table>
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<th>Disruptive type</th>
<th>Proposal</th>
<th>Description</th>
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<tbody>
<tr>
<td></td>
<td>Daon</td>
<td>“Poliarify,” a biometric identification platform developed by a joint venture with Sumitomo Mitsui Financial Group</td>
</tr>
<tr>
<td></td>
<td>Unerry</td>
<td>PoC for real-time marketing utilizing beacon-based location information</td>
</tr>
<tr>
<td></td>
<td>MarkLogic</td>
<td>Expansion of next-generation database business utilizing structured and unstructured data</td>
</tr>
<tr>
<td></td>
<td>Social Coin</td>
<td>A platform for solving social issues utilizing AI technologies</td>
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</table>
Defining missing pieces, creating tailored plans to meet the needs of fields/sectors, involving heads of divisions who can make prompt decisions on resource investments, holding camps in advanced regions of the field, and judging the appropriateness of forming an alliance.

Interviews with mature start-ups directly related to divisions’ business

Understanding latest trends in advanced regions

Coordinating missing pieces in advance

Complementing Missing Pieces

Business leader’s judgment on alliances
Based on this initiative, a partnership agreement was closed with Data Robot providing a machine-learning platform (1H/2017).

- The platform was introduced in more than 30 client companies as of the 1H/2019 and NTT DATA received the DataRobot Partner Award (Best DataScientist / Best Biz-Dev).
Established DSO in Silicon Valley in April 2019 to enhance and accelerate the promotion of the structure for gathering alliance-related information. Analyzed the gap between “As-Is” and “To-Be” in the digital business for each industrial field and closed partnership agreements strategically.

Mark Fulgham
Head of DSO Silicon Valley

AS-IS Understanding

Partnership Possibilities

Innovative Business Models

Digital Business Gap Analysis

Unique partnerships

Go To Market Optimization

Gap Analysis Readout

CODEVELOP

INVEST

Buy

Partner

Build

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Conducting gap analysis based on interviews with players in each field to “visualize” NTT DATA’s capabilities.
Examining a strategic partnership based on identified gap.

Example: DSO #3 – Automotive
For the third plank of “Talent Transformation,” we will promote transformation of human resources into digital talents in collaboration with HR Headquarters.

Digital Leading Company

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   - Co-investments with clients
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   - Become a destination for ‘digital natives’
NTT DATA’s Definition of Digital Talents

- NTT DATA defines three types of digital talents and strengthens the efforts to develop human resources.

**Digital Utilization Talents**
- Having business expertise and capabilities to create new value by utilizing digital technologies.

**Digital Talents**
- Having sophisticated expertise in digital technologies and capabilities to design and develop services utilizing such technologies.

**Digital Core Talents**
- Having capabilities to lead the research and development of advanced digital technologies.
NTT DATA’s Measures to Develop Human Resources

We promote measures and system reforms to unleash employees’ potential

Increase Employee Engagement

Enhance Digital & Global Capabilities

- Digital Boot Camp
- Digital Assignment Program
- Global Talent Training Course

Design Systems Focusing on Talents

- Enhance Hiring/ADP System (Advanced Professional)
- TG System (Technical Grade)
- Add P-CDP Talent Type

Corporate Culture/Awareness Change

Self-Innovation Time

Increase Employee Engagement
Case Study: “Harmonic Innovation Week,” a Workshop Initiated in Italy to Create Businesses

As part of DSO’s efforts to develop digital talents, NTT DATA Italy hosted an event for creating businesses. Employees from NTT DATA Group, client companies, accelerators, and start-ups participated in the event to co-create ideas.

Lectures and workshops were held in a village in Southern Italy with a concept of envisaging businesses in the future based on social and human nature.

Day 1-2
INSPIRING SESSIONS

- Input of issues from speeches, panel discussions, and presentations by start-ups.
- Forming eight teams of five people playing different roles.

Day 3-4
WORKSHOPS

- Each group provided ideas for the issues and developed a prototype.
- Shared progress with the guests, including local residents.

Day 5
INNOVATION FESTIVAL

- Each group presented the results of their discussions.
- Feedback and reviews from experts.
3. Future Outlook
In the digital era, all industries have become rapidly tied together, which started to generate new business opportunities in “cross-industry” areas outside the existing industries.

<AS-IS>
Self-completed world within verticals

<TO-BE>
Verticals are tied together horizontally with less boundaries
Business opportunities start to emerge in “cross-industry” areas
Case 1: Supply Chain Finance for Manufacturers and Financial Companies

By sharing the supply chain information of iQuattro with financial institutions, enabling them to extend loans secured by information on commercial flows and logistics to companies belonging to a supply chain in order to improve cash flow and balance sheets.

Keywords

Key technology
IoT, Blockchain

Target
Manufacturers  Financial Institutions
Aiming to find new borrowers of loans under a new finance scheme

Service Overview

Before
Loan based on past payment info

After
Being able to extend loans secured by actual order and payment information promptly

Keywords
IoT, Blockchain

Key technology

Target
Manufacturers  Financial Institutions
Aiming to find new borrowers of loans under a new finance scheme

Before
Loan based on past payment info

After
Being able to extend loans secured by actual order and payment information promptly
Case 2: Marketing Using NeuroAI

With NeuroAI, which provides a quantitative assessment of the creativity of an advertisement, companies can see whether the intent of the advertisement has been conveyed to the consumers properly by comparing the “contents recognized by the brain” and the “intent of the advertisement.”

### Keywords
- **Key technology**: AI, Neuroscience
- **Target**: Advertisement X Consumers

### Service Overviews

![Graph showing transmitted vs. not transmitted data over time](image)

**Transmitted**
- Digitalization
- Tradition
- Challenge
- Future

**Not transmitted**
- Digitalization
- Tradition
- Challenge
- Future
Case 3: Information Bank (PDS Providers)

Improving convenience of everyday life by voluntarily depositing personal data at an information bank to be provided/distributed to companies using data, saving time and effort when applying for services of private and public entities.

Keywords

- Key technology
- Security
- Target

All entities, including public agencies that need personal data

Service Overview

1. Depositing personal data
2. Upon accepting an application for the service, PDS provides personal data based on the consent of the information owner.

A platform that NTT DATA aims to offer
Providing mechanisms to obtain consent, authorization, and approval, among other things, for personal data distribution and offering functions to record distribution history.