



COMPANY PROFILE

Our mission

“Envision and realize new paradigms”
“Be a trusted partner for mutual growth”

Since our founding in 1965, we’ve developed thorough insight and a customer-oriented approach.

Nomura Research Institute was established as Japan’s first private think tank.

In 1988, it merged with Nomura Computer Systems (which separated from Nomura Securities in 1966), Japan’s first company to use computers in the commercial environment.

1965

Establishment of Nomura Research Institute, Ltd. (NRI), Japan’s first comprehensive private think tank

1966

Establishment of Nomura Computing Center Co., Ltd. (NCC) (Renamed Nomura Computer Systems Co., Ltd. in 1972)

1988

Merger of NRI and NCC

2001

Listing of NRI on the First Section of the Tokyo Stock Exchange (now Prime Market)

2015



50th anniversary

2030

Dynamically transforming the world with digital social capital*

*Infrastructure and services with new value created by digital technology.

Our corporate statement at NRI Group is “Dream up the future.”
In this era of dramatic change and widespread unpredictability,
we aim to carve out a solid future and contribute to the world
by focusing on society’s needs and creating new value.
NRI Group will continue to pursue new challenges.

Kaga Yanagisawa

President & CEO
Member of the Board
Representative Director
Nomura Research Institute, Ltd.



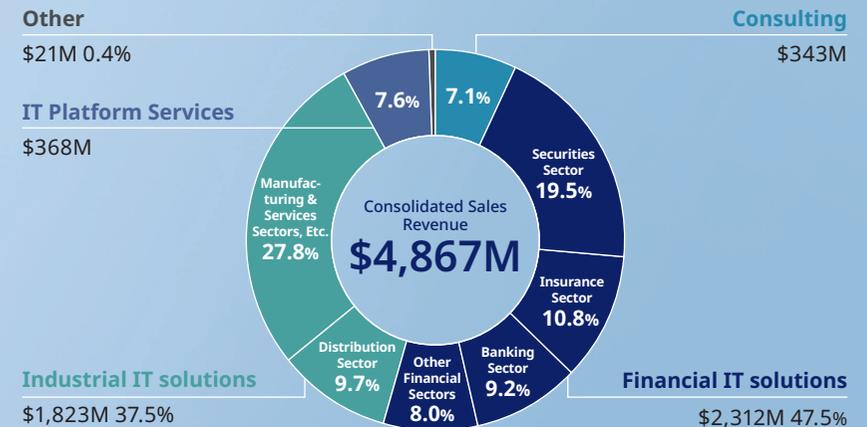
Kaga Yanagisawa

Corporate Overview

| | |
|--------------------------|---|
| Corporate Name | Nomura Research Institute, Ltd. |
| Established | April 1, 1965 |
| Capital | 24,701,302,200 yen |
| Number of Employees | 7,206 (NRI Group 16,708) |
| Headquarters | Otemachi Financial City Grand Cube, 1-9-2 Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan |
| Stock exchange listed on | Prime Market of Tokyo Stock Exchange/ Securities Code 4307 |

as of March 31, 2024

Consolidated net sales for the fiscal year ended March 31, 2024



Consolidated operating profit for the fiscal year ended March 31, 2024

Operating Profit Margin

16.3%

796 Million Dollars

Converted at the telegraphic transfer middle rate as of March 31, 2024.

Innovating a prosperous society based on unchanging values

Corporate Philosophy

Mission

For Society
Envision and realize new paradigms
For Customers
Be a trusted partner for mutual growth

Society We Innovate

Prosperous society that nourishes potential and brings dreams to life
Sustainable society that connects knowledge to treat the planet wisely
Resilient society that promotes safety and security

Values

Foresight and thoroughness to exceed expectations
Mutual respect to unite diverse individuals
Passion and pride to pursue new challenges

Corporate Statement

Dream up the future.



NRI Group's Business Model & Advantages

Growing business by organically linking various functions

Approach clients with our think tank as a starting point, and increase scale through Con-Solutions. Leverage our trusting relationships with clients and accumulated expertise to create services-based business, including business platforms and co-creation with clients.

01 Foreseeing paradigm shifts

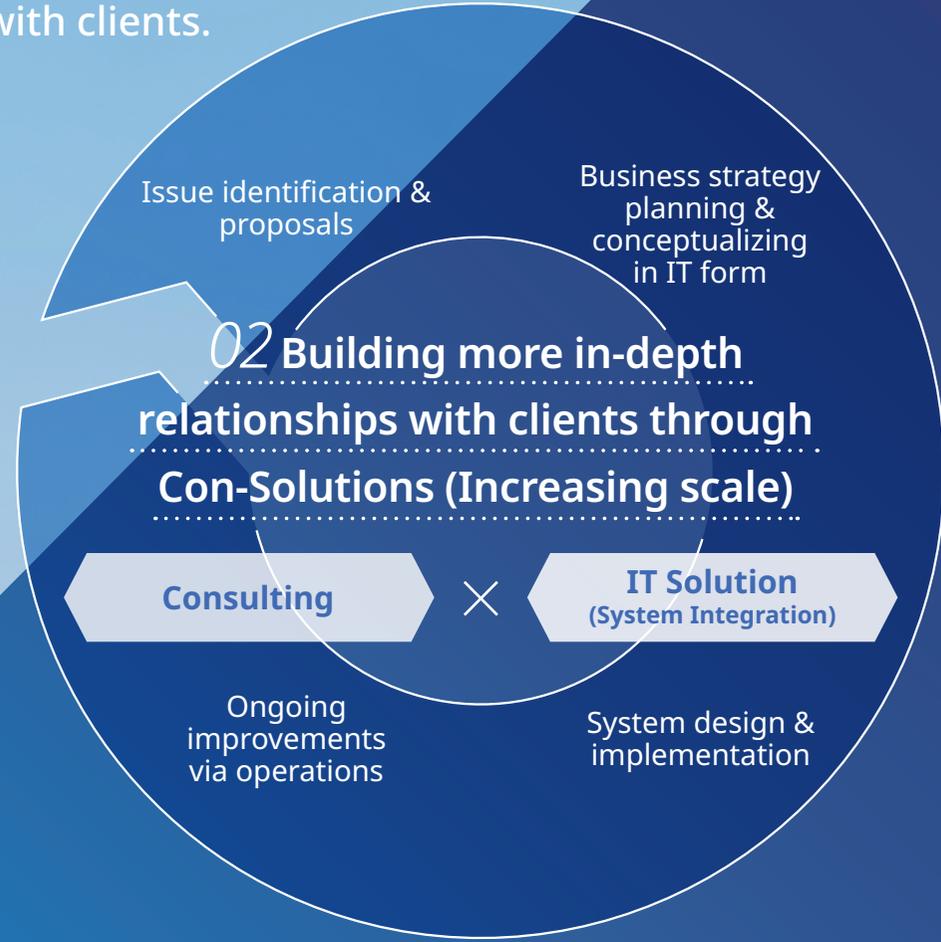
Rule-making & creating markets

Think Tank

03 Creating SaaS business

Business platforms, value co-creation with clients (DX 2.0/3.0), etc.

IT Solution (SaaS)



Accelerate business growth through client co-creation and AI usage

NRI Group's 4 business domains

01



Consulting

Since our founding in 1965, we have leveraged our deep insight and foresight as a think tank to support strategy formulation and policy planning in various fields in both the public and private sectors. Through our profound understanding of policy, industry, business, and technology, as well as dialogue with our clients, we are always by their side as we propose viable measures for resolving issues. In this era of "VUCA", leading a business to the next stage requires management consulting backed by foresight, advanced systems consulting that supports digital transformation and business innovation, and the ability to execute. These are our unique commitments in supporting our clients' sustainable success and leading them into the future. By looking to the future and transforming the present, we aim to continue being your best partner.

02



Financial IT Solutions

For 50 years, NRI Group has led the shift from ownership to usage of information systems at financial institutions. We continue to create next-generation solutions and support the business continuity of financial institutions in many ways through the collaboration of researchers and consultants who are sensitive to changes in the financial business environment, and through business analysts and other personnel who provide IT solution services. In recent years, we have been working to transform financial functions through value co-creation with financial institutions, policy makers, and professionals in other industries. Finance is a vital social infrastructure. While always considering compatibility with ever-evolving digital technology, we will continue to boldly take on social issues to realize stable and advanced social infrastructure.

03



Industrial IT Solutions

As a business partner of leading companies in the industrial sector, we provide a full range of services from consulting to system development and operation. Our consultants and engineers collaboratively analyze the data and business environments of clients to provide optimal IT solutions. By integrating the resources of NRI Group from consulting to operations, we also flexibly and quickly realize our customers' digital strategies. With our many years of experience and proven track record in building and operating mission-critical systems, we will continue to support the system platforms that serve as our customers' business infrastructure.

04



IT Platform Services

As business activities change and IT technologies evolve, systems become larger and more complex in the cloud and the IT infrastructure serving as the foundation for these systems becomes increasingly important. NRI Group anticipates cutting-edge technologies and strategically incorporates them into its services and solutions to help clients achieve growth and transformation. We offer managed services that operate entire systems, including multi-cloud environments, as well as digital workplace services that create productive environments for our clients. We also actively conduct research and studies on advanced technologies. Furthermore, we help our customers resolve security issues and improve their overall security levels.

Through the provision of consulting and IT solutions, NRI Group is leading society and industry toward a secure tomorrow while co-creating new value with clients around the world.

CASE STUDIES

01 Smart city and digital governance initiative in Tsuruoka City, Yamagata Prefecture

Together with Tsuruoka City, NRI Group is promoting the creation of a smart city with digital governance to realize high-quality urban services. We aim to create a local hub*¹ as a base that leads to regional revitalization and community wellbeing*² in pursuit of safety, security and prosperity for all citizens.

*1 A city in a rural area with functions that connect with the world and the ability to build self-reliant industries and economies.

*2 A state in which all citizens are physically, mentally and socially sound and able to achieve their ideals.



02 Providing financial institutions and businesses with services related to My Number

NRI Group has participated in the government's My Number (social security and tax number) system since the design stage as a private business operator. Many clients use our safe and secure service, which is based on our deep understanding of the system and our long experience operating the core systems of financial institutions.

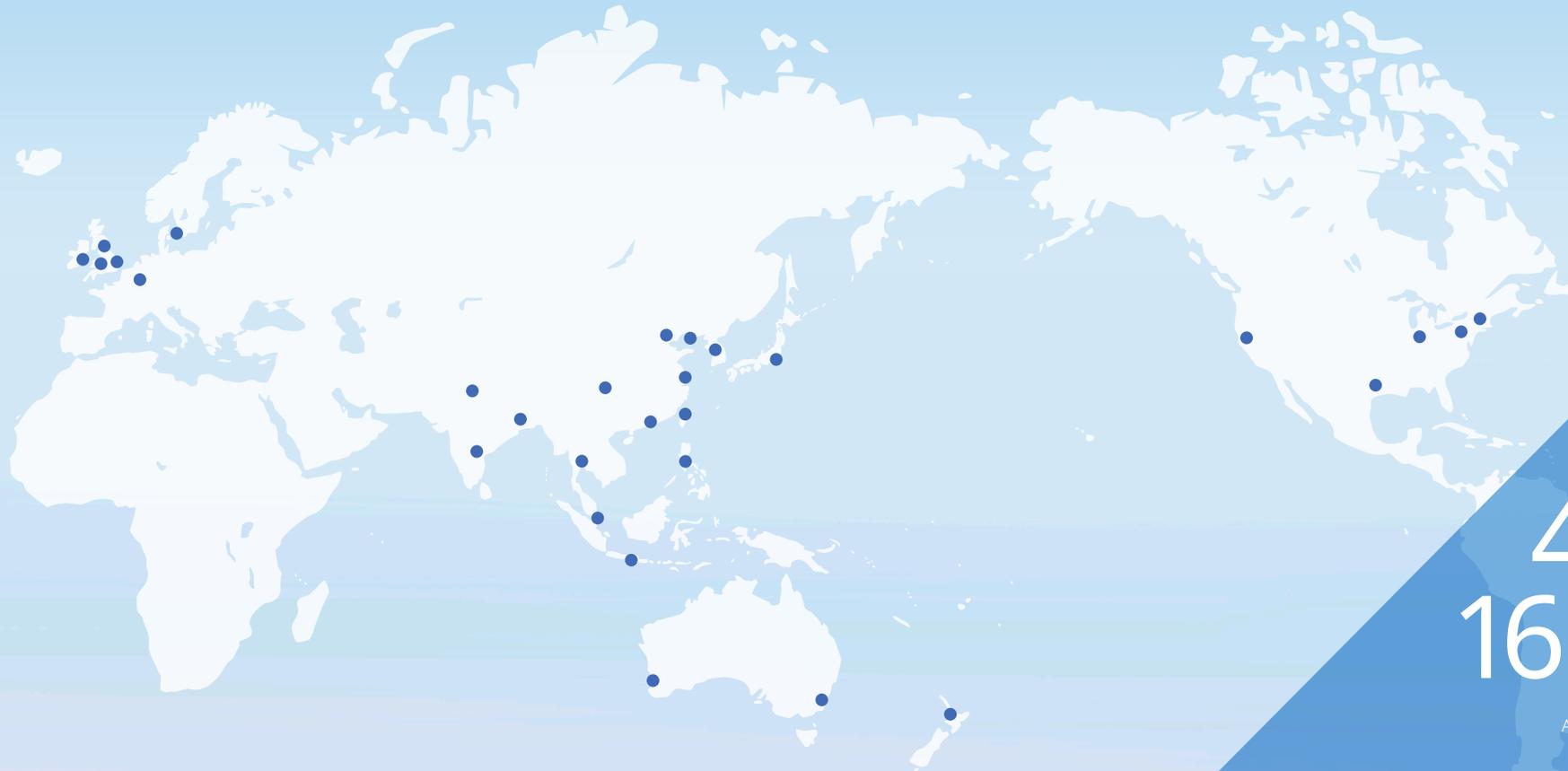
03 Digitally optimizing construction processes for dramatic improvements in safety, productivity and environmental adaptability

NRI Group jointly established EARTHRAIN Co., Ltd. with Komatsu, NTT Communications Corporation and Sony Semiconductor Solutions Corporation. The new company uses digital technology to optimally control all construction processes and create safe and productive construction sites of the future.



NRI Group's global network is growing

NRI Group has bases in Asia, Europe, North America and Oceania. These global offices coordinate efforts to provide multifaceted support for the business expansion of clients.



42 bases
16 countries and regions

As of November 30, 2023

North America

United States

Europe

Denmark

Ireland

Luxembourg

United Kingdom

Asia / Oceania

Australia

China

Hong Kong

India

Indonesia

New Zealand

Philippines

Singapore

South Korea

Taiwan

Thailand

Toward 2030

With insight into the prosperity that lies beyond DX, we will dynamically transform the world with Digital Social Capital.

Vision Statement

In an era of uncertainty, we envision a clear path toward unprecedented prosperity.

We lead the way with boldness and precision, realizing our customers' aspirations for a better society.

Creativity drives us to take on challenges, taking on challenges to growth, and growth to new possibilities.

With every step forward, we open a greater tomorrow.

Envision the value, Empower the change

Envision the value,
Empower the change

Sustainability Strategy (Materiality)

To "create a sustainable future society" and "achieve NRI Group's growth strategy", we established eight priorities as we move toward 2030.

Value Creation



Co-create a thriving future society
through expansion of digital social capital



Co-create an optimal society
through effective utilization of resources



Co-create a safe and secure society
through sophistication of infrastructure

Value Creation
Capital



Advance human capital
through bold actions and growth
of diverse professionals



Accumulate intellectual capital
through elevation of
individual knowledge into organizational strength

Management
Basis (ESG)



Contribute to the global environment
through collaboration with business partners



Fulfill our social responsibilities
through strengthening of relationships
with stakeholders



Evolve governance
through realization of strategic risk control

NRI Group's growth story

Toward 2030, NRI Group envisions a growth story centered on core domains, DX and global activities. Through business and regional expansion, we aim to grow and dynamically transform the world with Digital Social Capital.

Core domains As a source of growth, our core businesses continue to transform and pursue value creation with clients through sophisticated quality and productivity.

| | | | |
|--------------------------------|--|-----------------------------------|---|
| Consulting | Significantly impact society | Financial IT Solutions | Establish a dominant position in financial BPF (Business Platforms) |
| Industrial IT Solutions | Become a key partner of companies growing through DX | IT Infrastructure Services | Evolve services to realize safety and security |

DX In addition to DX 1.0 and DX 2.0, we create businesses that impact society across companies and industries (DX 3.0). With Digital Social Capital, we will help realize a better society.

Digital Social Capital created with DX 3.0

| | | |
|--|---|--|
| <p>Social DX</p> <p>Digitization of administrative services</p> <ul style="list-style-type: none"> ▶ Improve convenience for citizens based on the Social Security and Tax Number System <p>Regional revitalization and smartization</p> <ul style="list-style-type: none"> ▶ Promote regional DX to improve quality of life and increase competitiveness ▶ Realize an optimized society through smartization of cities and buildings <p>Expansion of new financial services</p> <ul style="list-style-type: none"> ▶ Expand new use of financial assets such as digital assets | <p>Value chain DX</p> <p>Value chain optimization / tracing</p> <ul style="list-style-type: none"> ▶ Achieve both environmental symbiosis and economic efficiency, and visualize CO₂ <p>Circular economy PF creation</p> <ul style="list-style-type: none"> ▶ Effectively use resources to achieve harmony with the environment | <p>Infrastructure DX</p> <p>Infrastructure lifecycle innovation</p> <ul style="list-style-type: none"> ▶ Realize a sustainable and resilient social infrastructure <p>Create a financial infrastructure for carbon neutrality</p> <ul style="list-style-type: none"> ▶ Create and advance markets such as decarbonization |
|--|---|--|

Global NRI Group global hubs, especially in Japan/Asia, North America and Oceania, are achieving self-sustaining growth. We will deepen cooperation among regions and evolve into a globally managed company.

| | | |
|---|--|---|
| <p>Asia</p> <ul style="list-style-type: none"> ▶ Expanding offshore delivery functionality ▶ Strengthening cross-branch collaboration of consulting business | | <p>North America</p> <ul style="list-style-type: none"> ▶ Becoming a national player in the advanced DX development by expanding service offerings |
| <p>Europe</p> <ul style="list-style-type: none"> ▶ Strengthening research and consulting functions | | <p>Oceania</p> <ul style="list-style-type: none"> ▶ Shifting from the establishment of a business base to sustainable growth ▶ Achieving Tier 1 company status while retaining the characteristics of an Oceania-based company |

Strengthen DX business and enhance IP mutually, primarily in three global regions.

NRI

Nomura Research Institute Group