ESG DATA BOOK 2024

Year ended 31 March 2024

Environment

Social

Governance

Nomura Research Institute, Ltd.

ESG Databook 2024 Contents

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■ Symbol legend

Symbols in the table

－	Data not available
n/a	Not applicable

Symbols for the data coverage

a	NRI group
a-	NRI group (Some ranges excluded)
b	NRI group (Domestic)
b-	NRI group (Domestic, some ranges excluded)
c	NRI (Not consolidated)
c-	NRI (Not consolidated, some ranges excluded)
d	Others

Organizations covered by this report

Regarding disclosure of financial and non- financial information, in principle, it covers the NRI Group (Nomura Research Institute, Ltd. and its consolidated subsidiary). There are some non- financial information that covers a specific range, but in that case, the target scope is clearly stated separately.

Period covered by this report

This report primarily covers fiscal 2023 (April 1, 2023 through to March 31, 2024), but also describes some events from the past, some activities after April 1, 2024, and certain plans for future activities.

Guidelines referenced

- G4 Sustainability Reporting Guidelines of the Global Reporting Initiative
- Environmental Reporting Guidelines (2018 version) of the Ministry of the Environment of Japan
- Guiding Principles for Business and Human Rights of the

Publication date

July 2024
(the next report is scheduled for publication in July 2025).

Trademarks

All proper names, including names of companies and products, found in the web version of the Report are trademarks or registered trademarks of the respective companies.

Disclaimer

The web version of the Report contains not only past and present facts about the NRI Group but also plans and forecasts based on information available as of May 2023, the date of publication of the ESG Databook 2023 in Japanese. Changes in assumed conditions may accordingly mean that future outcomes and events for our business activities differ from these plans and forecasts.
The names of organizations, executive positions, etc., listed

Sustainability Policy

A01

▶NRI's founding objective and approach to solving social issues

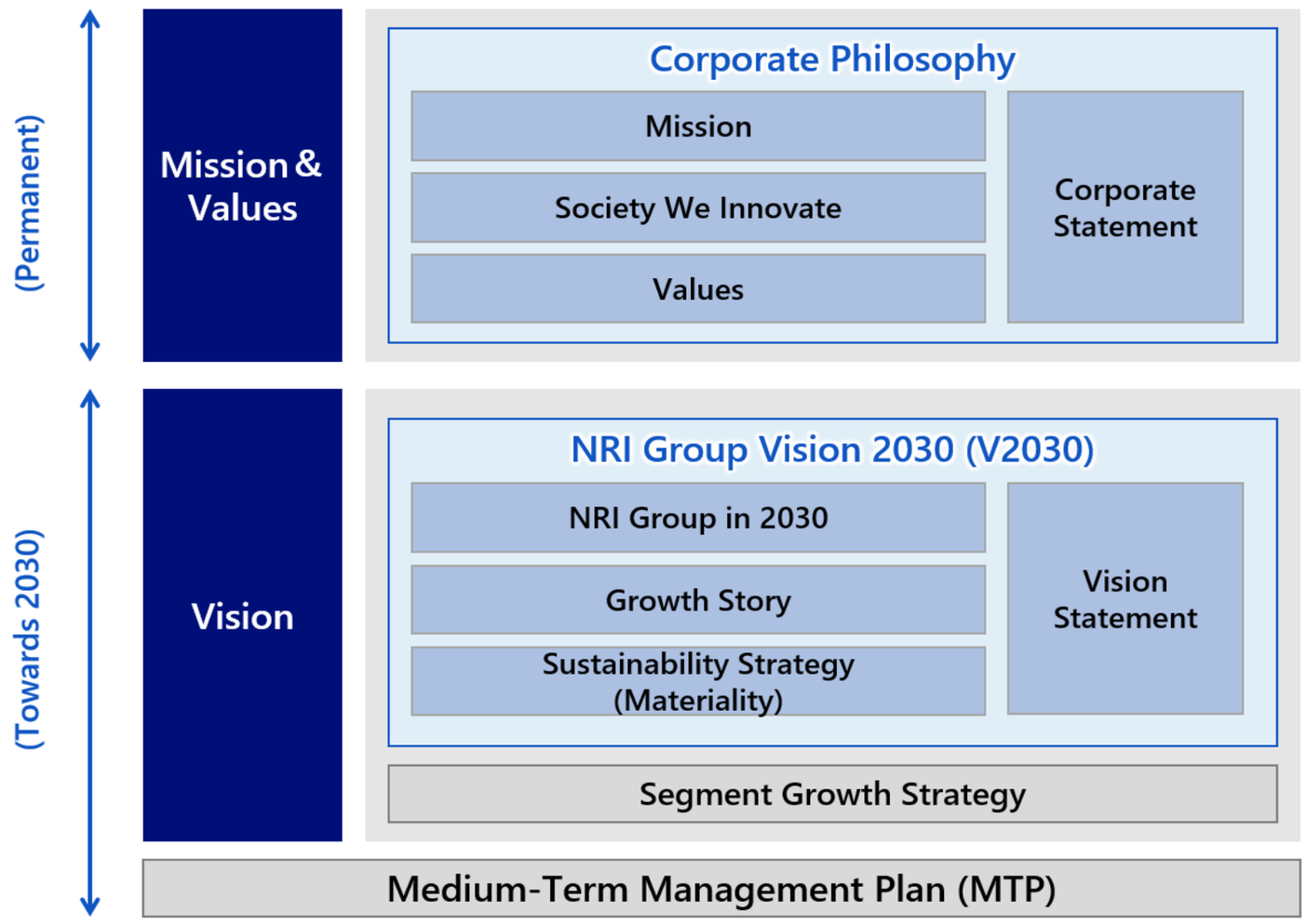
NRI sustainability management policy

Nomura Research Institute, Ltd. (NRI) was born out of the 1988 merger between the former Nomura Research Institute, Ltd., founded in 1965 as Japan's first comprehensive private sector think tank, and Nomura Computer Systems Co., Ltd., which was established in 1966 and achieved the first business applications for commercial computers in Japan. The prospectus of the former Nomura Research Institute, Ltd., included the objective “Promoting the industrial economy and serving the general community through research.” This objective is the starting point for sustainability management in the NRI Group. For us, “achieving social value along with economic value” is not something special. It is something we have been engaged in since our founding. The 1988 merger was conducted based on the idea that “in the upcoming advanced information society, neither could there exist a think-tank without system functions nor a systems company without a think-tank function,” having foreseen a word truly like the one surrounding us today where the power of digital has become a requirement in every field. The spirit of challenging ourselves to resolve social issues and to create new social value through our core business has been passed down until today as the NRI Group’s DNA.

Positioning of MVV and Sustainability Management

The MVV (Mission, Vision, and Values) of the NRI Group are comprised of our Corporate Philosophy (Mission & Values) and our NRI Group Vision 2030 (V2030) long-term management vision, and the concept of sustainability penetrates our entire MVV.

We will continue to promote "Building sustainable futures" and "Achieving growth strategies for the NRI Group" via value co-creation with our customers based on this MVV.



Sustainability Policy

A01

NRI Group Corporate Philosophy (Mission & Values)

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

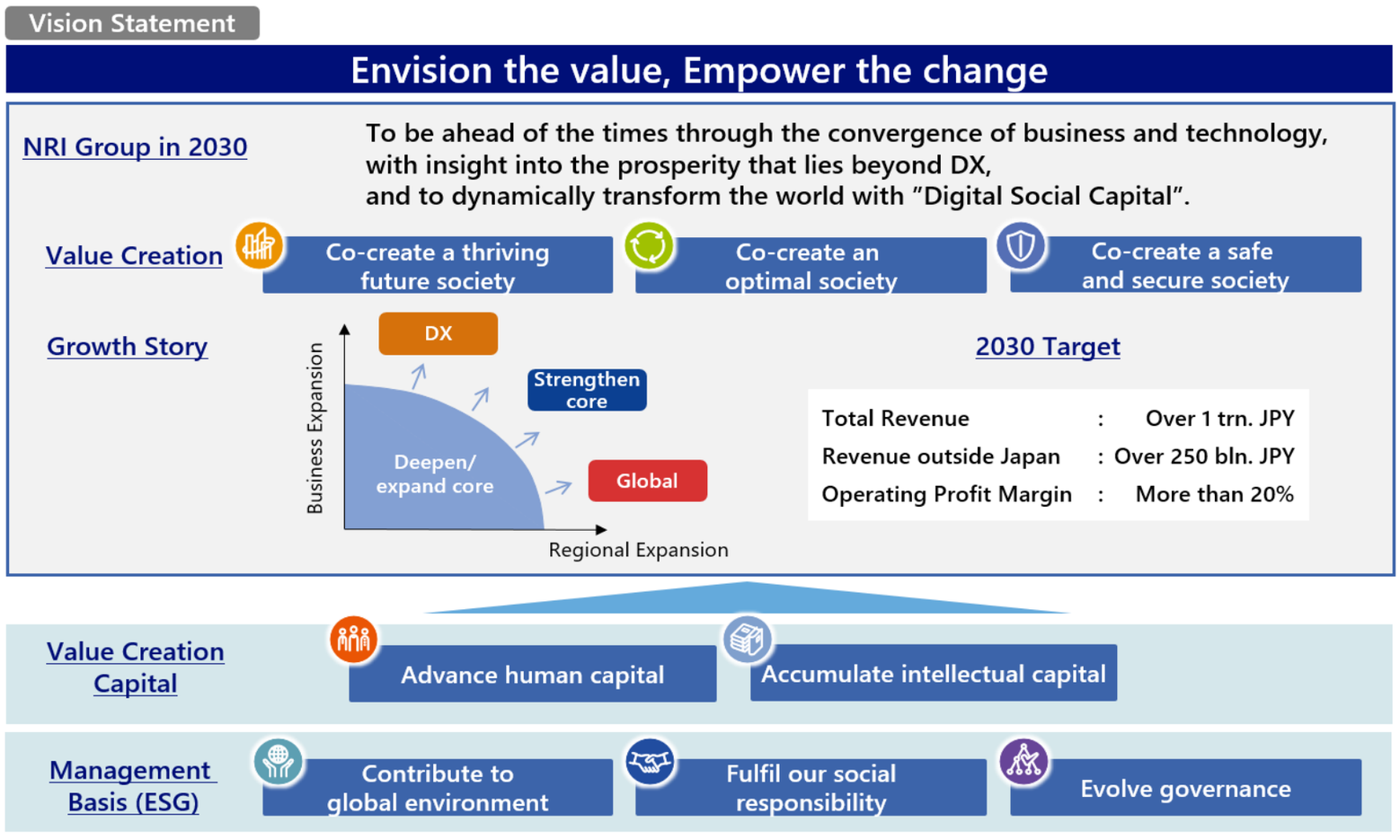
Corporate Statement

Dream up the future.

未来創発

NRI Group Vision 2030 (V2030)

As we head into the future, the economic environment faced by companies is expected to change greatly, as social issues become more complex, industrial structure becomes more fluid, technologies evolve and commoditize, and values and work styles become more diverse. Despite such a business environment, the NRI Group possesses unique strengths for discerning what we want the future to look like and how we can achieve it with digital technologies. It is because the NRI Group is in the middle of this complex and unpredictable maelstrom of environmental changes that we are confident that we can utilize our strengths and thereby maximize their true value.
In the NRI Group Vision 2030 (V2030) announced in April 2023, our vision statement is given as "Envision the Value, Empower the Change" and our vision for the NRI Group in 2030 is to "Pioneer the merging of management and technology, discern the affluence after DX, and become a company that can dynamically transform the world with digital social capital." We will aim to deepen and evolve our core business and achieve further growth in our DX (digital transformation) business and global business.



Sustainability Policy

A01

Medium-Term Management Plan (2023－2025)

In order to adapt to the global digital society, increase competitiveness, and conduct business more efficiently, corporations are promoting not only business processes and operations utilizing DX, but also transformations to their business model itself. However, they face major challenges in adopting the new technologies required to promote DX, restructure in-house systems, establish dedicated support organizations, and secure the engineers required. Corporations face numerous other management challenges, such as enhancing governance, protecting personal information, and ensuring information security, as well as building awareness and training employees in order to do so.
Faced with such a business environment, in April 2023, the NRI Group started its Medium-Term Management Plan (2023-2025), which covers the first three years of V2030.

Pillars of our growth strategy

・Core business: Simultaneously deepen and expand our core business to further enhance value creation with our customers via "Con-Solution" (a business model where consulting and solutions run parallel from the stage of planning and conceptualizing business IT in order to continuously create value for clients) and evolve our core business to achieve outstanding competitiveness and high added-value by expanding business platforms and achieving radical production innovations
・DX evolution: In addition to work process transformation and infrastructure transformation at clients (DX1.0) and the transformation of business itself (DX2.0), attempt DX3.0, which exceeds the boundaries of corporations and industries to impact society
・Global business: Establish a system for tripolar global business management, by expanding to the huge North American market, which has high growth potential, in addition to the markets of Japan/Asia and Australia
・Management: Expand human capital, enhance sustainability management and environmental measures, and stabilize our management foundation

Numerical Targets

	FY 2023 Results	FY 2025 Target
• Sales	736.5 bn. yen	810 bn. yen
Overseas Sales	117.5 bn. yen	150.0 bn. yen
• Operating profit	120.4 bn. yen	145.0 bn. yen
• Operating profit margin	16.3%	17.9%
• ROE	19.9%	More than 20%

Key performance indicator	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Overseas sales	billion yen	528.8	550.3	611.6	692.1	736.5
Overseas sales	billion yen	46.7	44.6	76.5	123.2	117.5
Operating profit	billion yen	83.1	80.7	106.2	111.8	120.4
Operating profit margin	%	15.7	14.7	17.4	16.2	16.3
ROE	%	20.3	18.2	21.3	20.7	19.9
Coverage		a	a	a	a	a

Note : Because we have applied the International Financial Reporting Standards (IFRS) since FY2020, figures for FY2020 and beyond are based on IFRS.
Indicators related to materialities are listed on page 15 and beyond.

Link Files	
Sustainability Management	https://www.nri.com/en/sustainability
NRI Group Corporate Philosophy	https://www.nri.com/en/company/c_philosophy
NRI Group's Code of Business Principles	https://www.nri.com/en/company/company_code
NRI Group Employees' Code of Business Conduct	https://www.nri.com/en/company/business_code
Management Vision "NRI Group Vision 2030"	https://www.nri.com/en/company/vision

Sustainability Policy

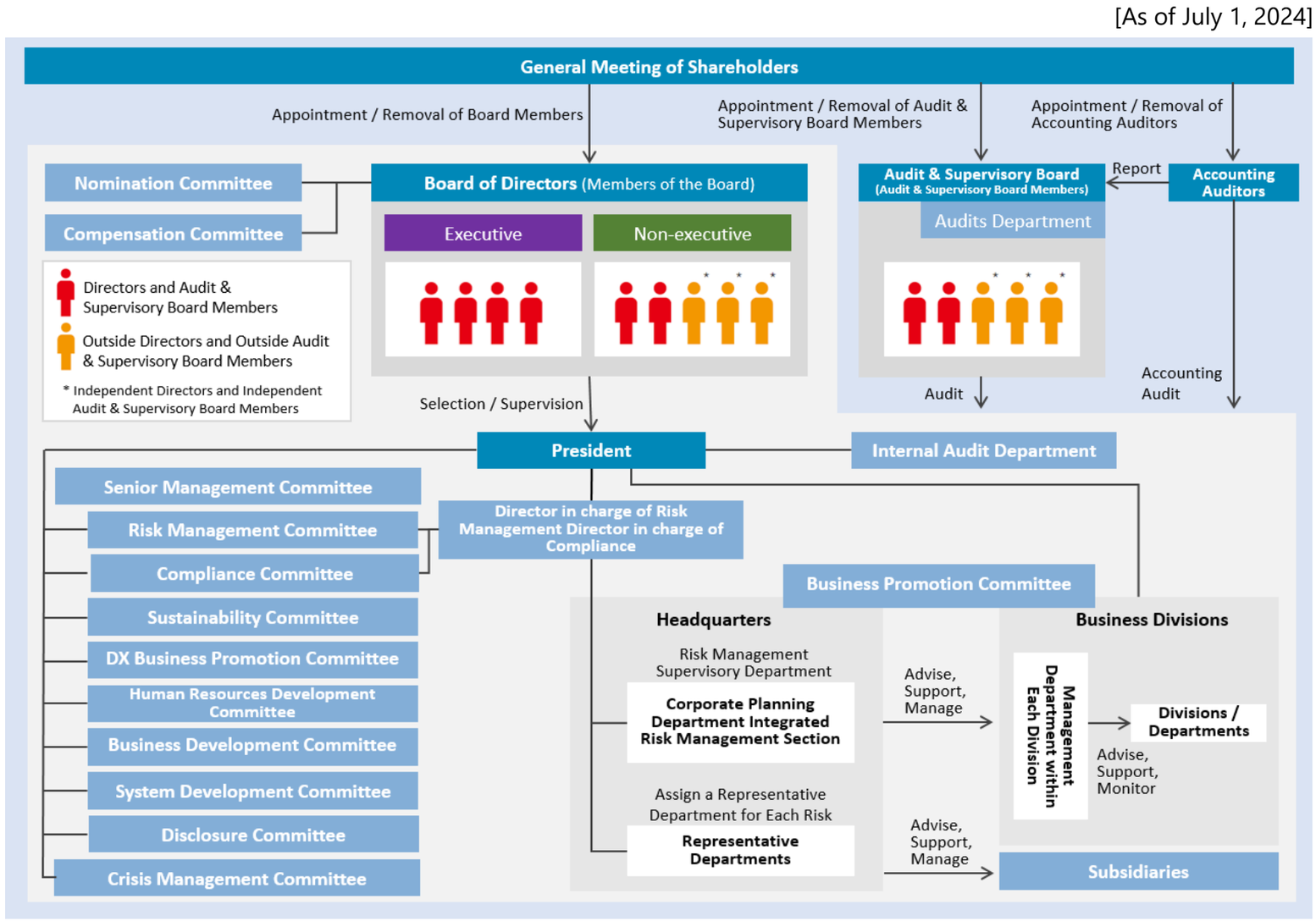
A01

▶Sustainability governance

Sustainability governance structure

The NRI Group positions sustainability as an important management issue. In addition to considering sustainability in the structure and supervision of our Board of Directors and the appointment of outside directors with knowledge about sustainability, the Board of Directors has decided on a Basic Sustainability Policy (including materiality).
We have also established the Sustainability Committee, which is headed by the director in charge of promoting sustainability management, and supervised by the Board of Directors. This is a permanent committee defined in our organization regulations.

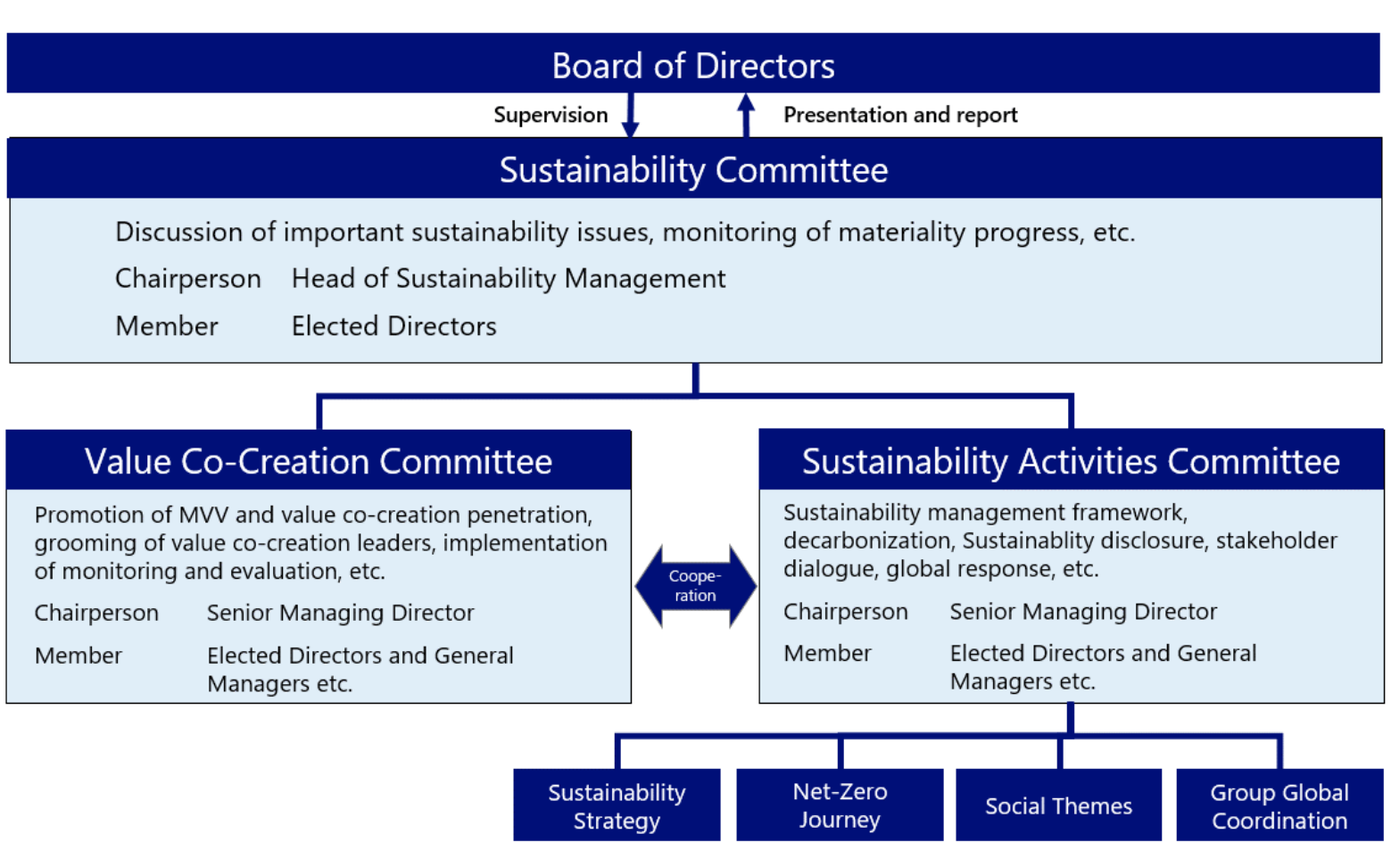
[As of July 1, 2024]



Sustainability Policy

A01

The Sustainability Committee also has two subcommittees; the Sustainability Activities Committee and the Value Co-Creation Committee, which are led by the Senior Managing Director. The Sustainability Committee and the two subcommittees promote sustainability across the entire group and periodically report to the Board of Directors on the progress of their activities.
The Sustainability Activities Committee plays a role in promoting fundamental activities from the perspective of ESG. We have set four themes that promote activities to support sustainability management and work on various sustainability measures, such as human rights related investigations, decarbonization of the entire supply chain, and the disclosure of ESG information including scenario analysis.



In regard to share-based compensation for Members of the Board (excluding external Members of the Board), Senior Managing Directors, and other employees (who are treated as directors), we have adopted a system that considers actions for achieving NRI Group sustainability indices including the expansion of human capital and the reduction of greenhouse gas emissions.

▶Participation in the initiatives

Participation in the initiatives

- United Nations Global Compact (UNGC)
- Japan Climate Initiative (JCI)
- World Business Council for Sustainable Development (WBCSD)
- TNFD forum (TNFD : Taskforce on Nature-related Financial Disclosures)
- Science Based Targets initiative (SBTi)
- Renewable Electricity 100% (RE100)
- Business Ambition for 1.5℃
- GX League
- Race to Zero

Stakeholders

Our stakeholders

Our stakeholders

We considers our stakeholders are "society," "clients," "employees," "business partners," and "shareholders/investors". These include consumers, media, industry associations and peer companies, government, educational and research institutions, students, and NGOs and NPOs etc.
We will continue to create a better future society and build stronger relationships of trust with whole society, all the while maintaining close communication tailored to the peculiarities of each stakeholder.

Stakeholder dialogue

Stakeholder dialogue

The NRI Group values the opportunities in its daily business activities to listen to the opinions of and communicate with stakeholders in a variety of ways.
Furthermore, in addition to our daily discussions, we engage in dialogue with opinion-maker and rule-maker experts to understand global sustainability trends and reflect them in management strategies and risk management.

In FY2021, we exchanged opinions with three experts, mainly on the themes of the positioning of sustainability in our Medium-Term Management Plan, the promotion of diversity, and ESG trends.

In FY2022, we exchanged opinions with experts in various fields related to the environment and human capital.
<Environment>
In the dialog, opinions were exchanged between Paul Dickinson (founder of CDP) Shingo Konomoto (President & CEO, Member of the Board at NRI), and Takeshi Hihara (Senior Managing Director) regarding the themes of "Growth Story of the NRI Group and DX3.0" and "Global Climate Change Related Trends and the Expected Role of Corporations."
<Human capital>
We held a dialogue with Ms. Chiharu Takakura, Director and CHRO of Rohto Pharmaceutical Co. Ltd., who has an extensive professional experience in the fields of human resources and human capital both in Japan and overseas. She is also a member of multiple review committees of the Ministry of Economy, Trade and Industry (METI). In this dialogue, Chiharu Takakura had a discussion with Takeshi Hihara and Kaga Yanagisawa, Senior Managing Directors of NRI, regarding the themes, “Significance of Human Capital Management,” “Relationship between the Growth Story of NRI (including Group) and Human Resource Development,” and “KPI (Key Performance Indicators) and Information Disclosure aligned with the Management Strategy.”

In FY2023, Takeshi Hihara (officer in charge of sustainability promotion) and Tomohiko Noguchi (officer in charge of DX) exchanged opinions with Peter Bakker, President and CEO of the World Business Council for Sustainable Development (WBCSD), a CEO association of approximately 200 companies aiming for sustainable development. They talked about the process for solving social issues via DX3.0 and cooperation between companies and the WBCSD.

Link File

Stakeholder Dialogues

https://www.nri.com/en/sustainability/management/dialogue

Stakeholders

▶Stakeholder map

Stakeholder map

Based on the NRI Group's Code of Business Principles, we strengthen our relationships with diverse stakeholders in Japan and overseas by sincerely listening to their opinions, while governing our own actions and striving to cooperate with everyone to build sustainable futures. This stakeholder map indicates how we shall meet everyone's expectations via our relationships with various stakeholders and the actions of the NRI Group.

	Major stakeholders				
	Society (including the global environment)	Clients	Employees	Business partners	Shareholders/ investors
Expectations of stakeholders	(society) ・Creation of social value via business ・Transformation of society via recommendations ・Cultivation of the next generation for the future society ・Transparent and equitable corporate administration (global environment) ・Reducing risks and creating opportunities regarding climate change ・Conserving and recovering natural capital	・Provision of valuable services and solutions ・Cutting-edge proposals that exceed expectations ・Provision of appropriate quality and services ・Co-creation of a thriving future society/ideal society/safe and secure society	(Decent work) ・Fair and equitable evaluations and treatment ・Contribution to society via work ・Opportunities for learning and growth ・Comfortable workplace environment ・Mental and physical health	・Building and maintaining constructive relationships that allow mutual development ・Fair opportunities and transparent/equitable appointment ・Sustainability initiatives -Compliance with the law and social norms, consideration of the environment and society (including human rights), etc.	・Improved corporate value (financial and non-financial) ・Substantial disclosure of information ・Enhancement and advancement of sustainability management
Relationships with stakeholders	・Social value creation via business (value co-creation with clients) -Policy proposals for society / systems, information & knowledge sharing -Sustainable social infrastructure -Policy proposals on disaster prevention and support for disaster recovery ・Participation in initiatives ・Other social activities ・CO2 reduction and renewable energy usage (Scope 1 + 2) ・Scope 3 CO2 reduction	・Building relationships via business with growing together and respecting each other -Business model transformation -Business process transformation -Promotion of shared online services via business platforms -IT infrastructure transformation -Stable service operation -Equitable quality control	・Provision of stable employment and good treatment ・Job satisfaction ・Creation of environment where employees can take on challenges ・Creating a comfortable work environment ・Cultivation of good human relations ・Respecting human rights and complying with labor regulations	・Building mutual understanding and relationships of trust ・Honest treatment from an equal position ・Non-arbitrary appointment ・Sustainability actions -Transactions according to the law and social norms, collaboration on the environment and society (including human rights), etc.	・Engagement with investors via IR activities, etc. ・Disclosure of information (financial/non-financial) ・Responding to requests of external assessment agencies
Example Initiatives of NRI Group	・DX3.0 initiatives (social DX, digital social capital): Forest credits, GX League, etc. ・Engagement with society: Global lobbying (WBCSD CFO network & PACT*1), top dialog with WBCSD CEO, various forums ・Environmental contribution: Efforts for achieving net zero target in FY2050, CO2 emission reductions via shared online services (FY2023 results) -Overall investment & spending on measures for DX 2.0/3.0 : ¥15.1 billion -Reduction rate of GHG emissions (base year : FY2019) : Scope1+2 △86 %, Scope3 +21% -Renewable energy utilization rate : 95%	・Co-create a thriving future society: DX consulting, analytics, business expansion with AI, social DX, digital finance business ・Co-create an optimal society: Strategy/work/system consulting, value chain DX ・CO2 reduction via shared online services: STAR, BESTWAY ・Co-create a safe and secure society: Secure services for economic security and AI, remote medical systems, cloud services ・Efforts for quality control ・AI risk management (FY2023 results) -Revenues of business platforms : ¥137.4 billion -Revenues related to safety & security : ¥185.5 billion -Amount of investment in intellectual capital: ¥14.1 billion -Number of cases in which severe risk materializes : 5	・C&A system*2: Fair and equitable evaluation system ・Opportunities for growth: Talent management, trainings, target management system ・D&I : Women's participation/promotion, on-boarding of mid-career hires ・Work-style reform: Flexible work-styles combining WFH and office work, health and productivity management, welfare/support program for employees and their family ・Improved engagement: Engagement survey, 1-on-1 meetings, MVV dialog ・Dialog with employees: Employee (union) meetings (FY2023 results) -Degree of empathy with value co-creation : 67% -Employee engagement score : 71 -Female opportunity offering rate : 15%	・Partnership activities: e-partners, f-partner activities*3, management seminars, partner dialog ・Procurement management: Procurement based on the NRI Group Procurement Policy, procurement reviews, order management, payment management, promotion of compliance ・Promotion of sustainable procurement: Agreements on the NRI Group Business Partner Code of Conduct, identifying business partners' situation (SAQ, etc.), and assisting improvements (individual support and dialog) (FY2023 results) -Rate of consent to the NRI Group Business Partner Code of Conduct or possessing own such codes of conduct : Domestic Group 80%	・Efforts based on shareholder/investor expectations: Group governance, Sustainability Committee, incorporation of sustainability elements in director compensation, external assurance of non-financial data ・Enhanced engagement: Financial results meeting, analysts / investors small meeting, business outlook briefing, investor interviews, information for individual investors, information release on website, sustainability briefing ・Evaluations from external assessment agencies: DJSI World, CDP Climate Change A List, MSCI AAA, etc. (FY2023 results) -DJSI World : Selection
Relationship with materiality					

*1 PACT (Partnership for Carbon Transparency) is a project for visualizing CO_2 emissions.

*2 C&A (Challenge & Act) is a system for goal management and growth assistance at NRI.

*3 e-partners are business partners with a particularly high level of expertise and information technology capability, and f-partners are other outstanding business partners essential for our solution business.

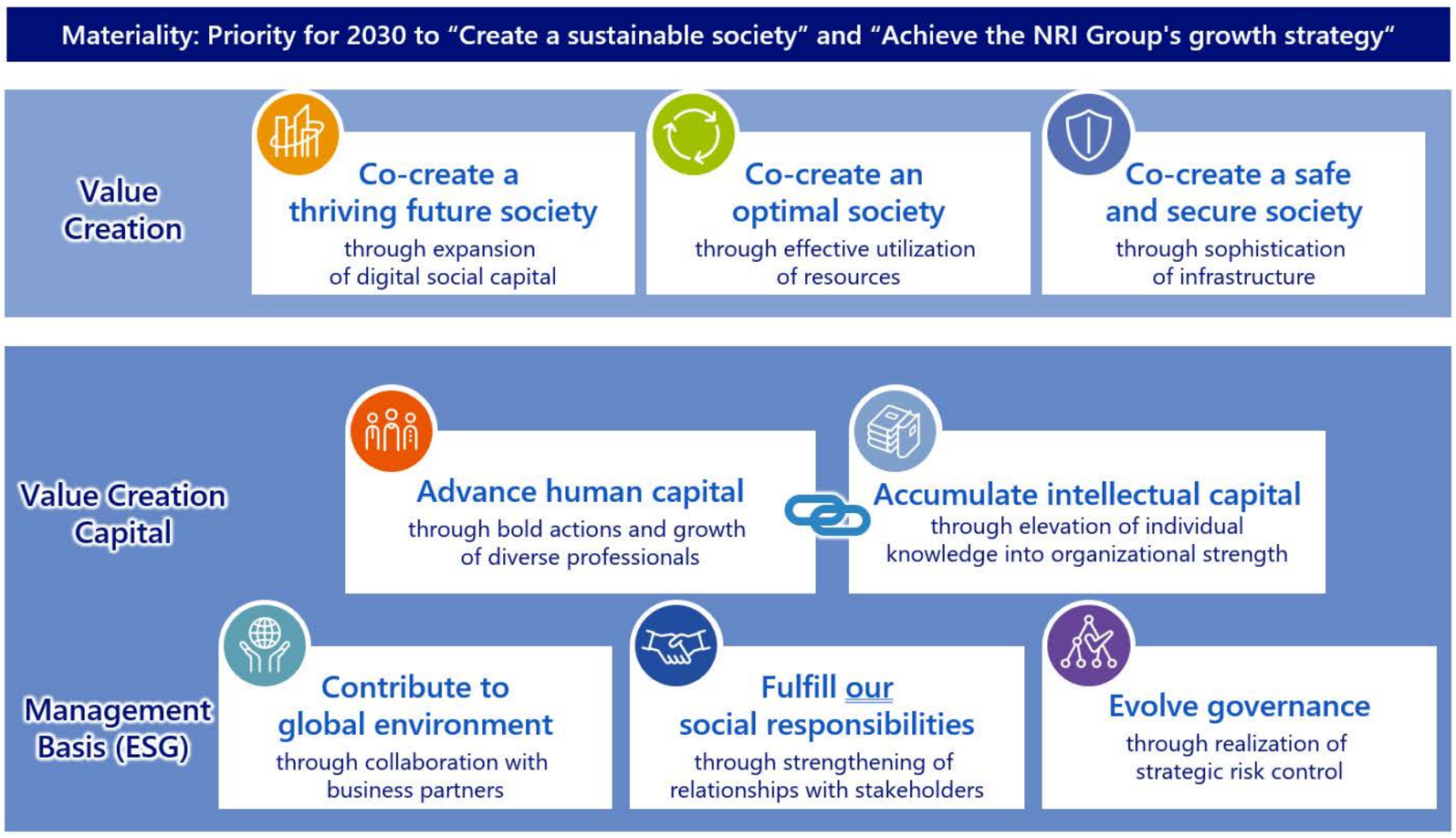
*4 Net-Zero Journey is an initiative for reducing Scope 3 emissions and achieving economic growth and a sustainable future together with our business partners, as we head toward net-zero in the year 2050.

Materiality

▶NRI Group's Materiality

NRI Group's Materiality

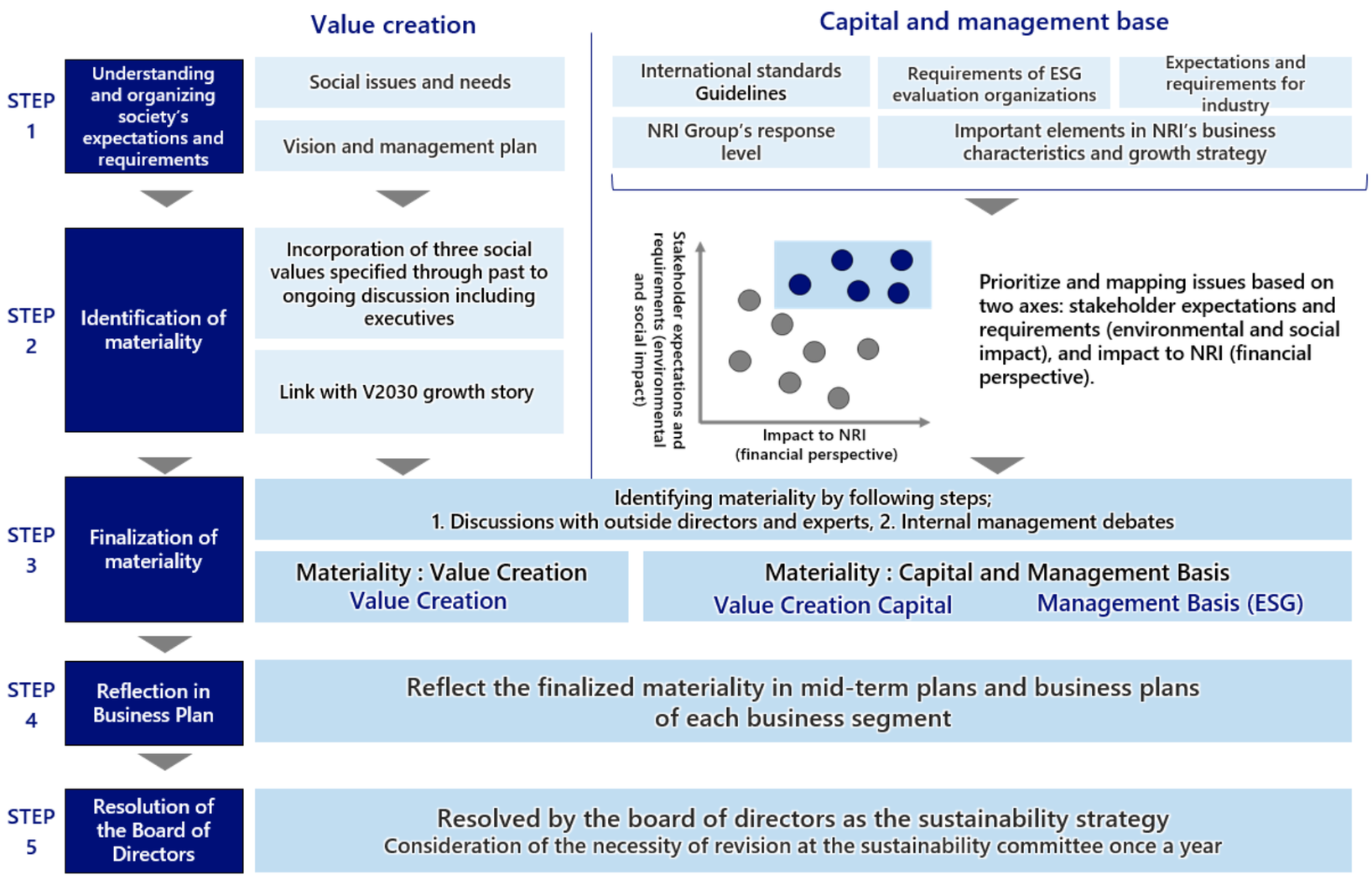
In V2030, we identify eight materiality issues in the three levels of "value to create," "capital to generate value," and "management foundation (ESG)" and position those issues in the Basic Sustainability Policy of the NRI Group as themes to focus on as we head toward the year 2030, so that we can strive to build sustainable futures and achieve growth strategies for the NRI Group. These materiality issues are important factors for ensuring that we achieve our vision for the year 2030 and our growth strategy.



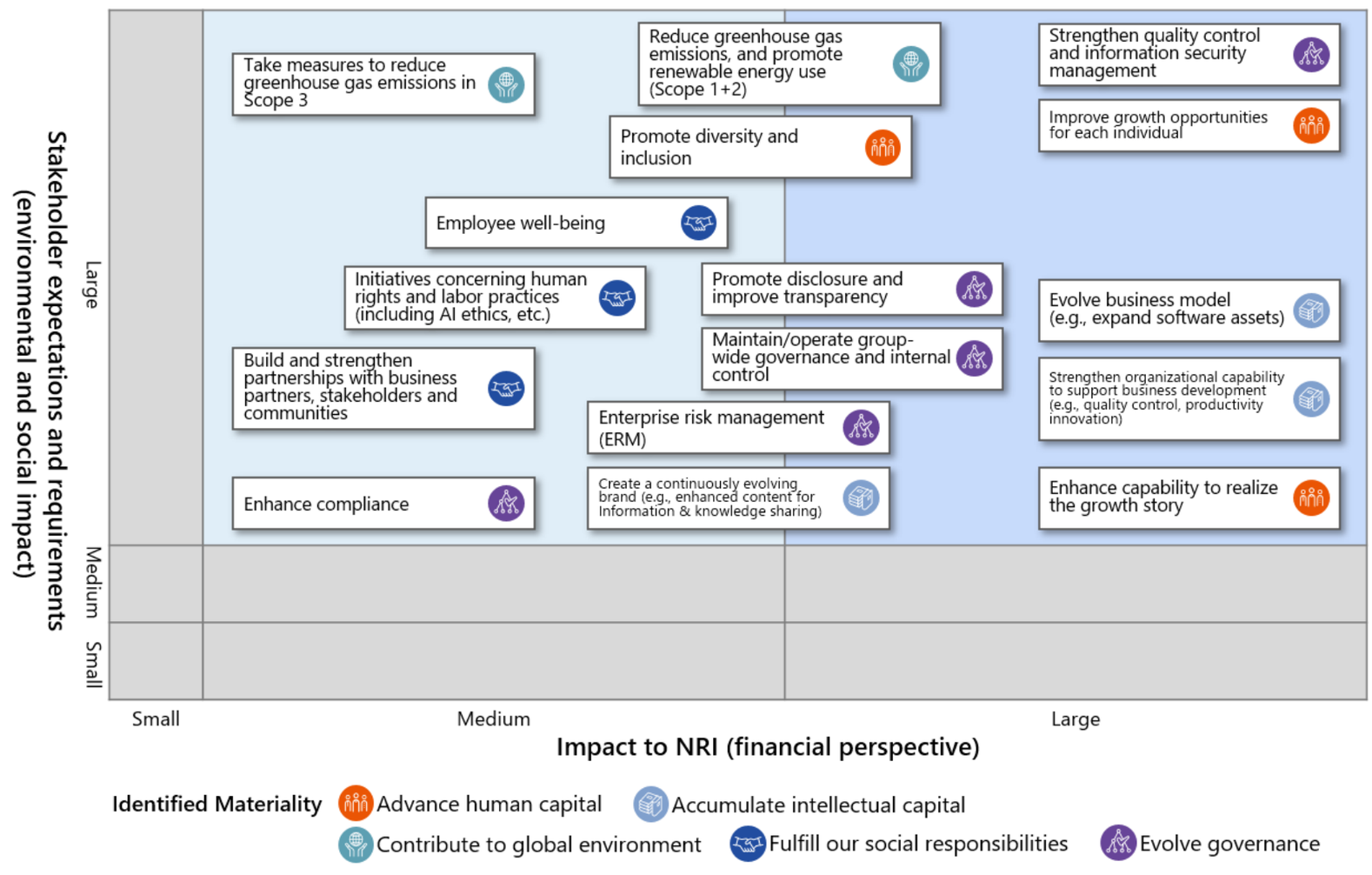
Materiality

Identification process of materiality

We identified NRI's materiality (key issues) from a management perspective and the perspective of external stakeholders by referring to international standards and guidelines, requirements from ESG evaluation organizations, consistency with corporate philosophy and growth strategy, and opinions of outside directors and experts.
In formulating our long-term management vision "NRI Group Vision 2030" (V2030), we have reidentified our materiality based on expectations and requests from our stakeholders (impact on the environment and society) and concepts such as double-materiality, in addition to the financial impact on the NRI Group.
When identifying the materiality issues, we debate with external directors and experts and hold management discussions (STEP 3 in the figure below). We made a decision on materiality as part of our Basic Sustainability Policy (STEP 5 in the figure below).
In light of changes in the NRI Group's business and social environment, we have assessed the impact on the NRI Group's business and finances and identified risks and opportunities related to sustainability. Based on these results, the Sustainability Committee considers the need to review our materiality analysis on an annual basis. No changes were made to our materiality as a result of evaluating the impact in FY2023, but we partially revised our Basic Sustainability Policy.



Details of the above issue priority mapping are indicated below.



Materiality

Materiality Management

For each materiality issue, we have identified the following risks and opportunities related to sustainability and impacts on the business and finances of the NRI Group.

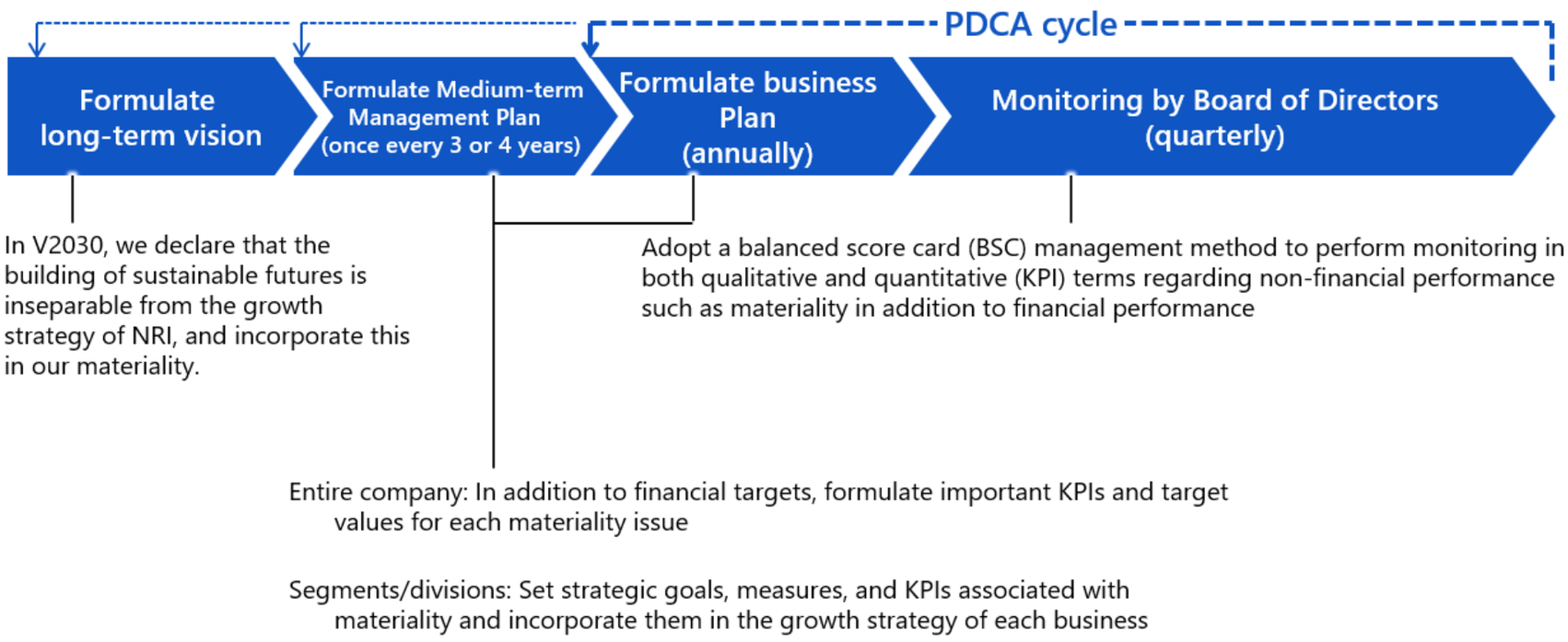
Materiality	Main Opportunities and Risks	Business and Financial Impact		
		Details	Term to face	Impact
Co-create a thriving future society	Solving social issues through co-creation with various partners, and thereby increasing sales and improving corporate value (opportunity)	As social issues become more complex and severe, the building of a sustainable future and the growth of the NRI Group proceed in unison and affect our business and finances	Short-term ～ Long-term	Large
Co-create an optimal society				
Co-create a safe and secure society				
Advance human capital	Direct impact of securing human resources and expanding human capital on competitiveness (risk/opportunity)	As competition for human resources intensifies, our ability to secure outstanding professionals and ensure that our management system for developing those human resources functions will affect our business and finances	Medium-term ～ Long-term	Large
Accumulate intellectual capital	Direct impact of creating and accumulating intellectual capital and enhancing organizational capability on competitiveness (risk/opportunity)	As uncertainty increases in society and the business environment, our ability to predict the future, provide recommendations for society, and utilize the expertise gained via our business activities as practical intellectual assets to gain a competitive advantage will affect our business and finances	Medium-term ～ Long-term	Large
Contribute to global environment	Reduced profitability and reputation due to the physical impacts of climate change and regulatory risks (risk)	If we do not strive to reduce our greenhouse gas emissions including Scope 3 emissions, we will lose the trust of society and our clients, which will affect our business and finances	Medium-term ～ Long-term	Medium
Fulfill our social responsibilities	Reduced competitiveness due to loss of human resources or human capital, difficulty continuing business due to loss of partner companies, litigation, and loss of reputation (risk)	If we do not uphold our social responsibility, we will lose the trust of clients, employees, and partner companies, and this will affect our business and finances	Short-term ～ Long-term	Medium
Evolve governance	Damages and litigation due to the occurrence of critical incidents, legal/compliance violations, loss of goodwill, and loss of reputation (risk)	If appropriate governance does not function, we will lose the trust of clients and investors, and this will affect our business and finances	Short-term ～ Long-term	Large

note: Comprehensively determining impact based on factors such as financial impact and probability of occurrence

Materiality

A03

These opportunities and risks are monitored and progress managed of key indicators at the Sustainability Committee and Sustainability Activities Committee, and reported to the Board of Directors.
Important risks are identified, evaluated, and managed via ERM (Enterprise Risk Management) methodology and the risk management system of the entire NRI Group. In addition, the Sustainability & Responsibility Department checks trends and regulations related to sustainability and their impact on the NRI Group.
In order to evaluate and manage risks regarding sustainability, we have defined important indices (materiality indices) and target values in the Medium-Term Management Plan (2023 - 2025). These are incorporated in the PDCA cycle of each organization via a balanced score card (BSC) used to promote business plans in the NRI Group, and monitored at quarterly Board of Directors meetings.



▶Materiality Details

Co-create a thriving future society through expansion of digital social capital
2030 Target
Derive value from excellent human capital and intellectual capital to expand digital social capital
Major Initiatives
・Business model transformation - DX consulting, analytics - Expand business by utilizing AI - Social DX (e.g., Utilization of Individual Number Card, regional revitalization, etc.) - Financial DX ・Policy proposals, advocation, Information & knowledge sharing, etc.
Materiality Indicators (Targets and Progress)
Overall investment & spending on measures for DX 2.0/3.0 that transforms industries & society FY2025 target : ¥63.0 billion *Cumulative values during the term of Medium-term Management Plan (2023-2025) FY2023 result : ¥15.1 billion

Materiality

A03

Co-create an optimal society through effective utilization of resources

2030 Target

Effectively utilize resources (such as human resources, public assets, IP) and recycle natural resources through the use of business PF and data analytics

Major Initiatives

・Business process transformation
- Strategy/operations/systems consulting
- Value chain DX (CO_2 visualization, circular economy platforms creation)

・Shared operation through business PF
- STAR, BESTWAY, etc.

Materiality Indicators (Targets and Progress)

Revenues of business platforms that help to achieve an ideal society
FY2025 target : ¥141.0 billion
FY2023 result : ¥137.4 billion

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

2030 Target

Provide highly advanced IT infrastructure to protect social infrastructure and data from disasters and cyber risks

Major Initiatives

・Sustainable social infrastructure
・IT infrastructure transformation
- Security, cloud services

・Stable service operation
・Disaster management, disaster recovery support, etc.

Materiality Indicators (Targets and Progress)

Revenues related to safety & security to enable a more resilient society
FY2025 target : ¥216.0 billion
FY2023 result : ¥185.5 billion
*Including Inter-segment revenue for each segment

Advance human capital through bold actions and growth of diverse professionals

2030 Target

Create a workplace where highly skilled professionals with diverse values gather to grow

Major Initiatives

・Enhance capacity to realize the growth story
・Promote diversity and inclusion
・Improve growth opportunities for each member / individual, etc.

Materiality Indicators (Targets and Progress)

Employee engagement score (NRI Payroll)
FY2025 target : More than 70 continued
FY2023 result : 71

Female opportunity offering rate (Not consolidated)
FY2025 target : 17%
FY2023 result : 15%
*Percentage of women responsible for projects and businesses

Materiality

A03

Accumulate intellectual capital through elevation of individual knowledge into organizational strength

2030 Target

Sublimate individual knowledge into organizational strength (such as business model, brand, and capability)

Major Initiatives

・Evolve business models (e.g., production innovation by utilizing AI & expand software assets)
・Create a continuously evolving brand (e.g., enhanced content for Information & knowledge sharing)
・Strengthen organizational capability to support business development (e.g., quality control, productivity innovation), etc.

Materiality Indicators (Targets and Progress)

Amount of investment in creating & accumulating intellectual capital
FY2025 target : ¥41.0 billion
*Cumulative values during the term of Medium-term Management Plan (2023-2025)
FY2023 result : ¥14.1 billion

Contribute to global environment through collaboration with business partners

2030 Target

In collaboration with business partners with Scope 3 vision, create a sustainable environment globally and conserve natural capital while promoting more sophisticated use of renewable energies

Major Initiatives

・Reduce greenhouse gas emissions, and promote renewable energy use (Scope 1+2)
・Take measures to reduce greenhouse gas emissions in Scope 3, etc.

Materiality Indicators (Targets and Progress)

Greenhouse emissions reduction rate (base year : FY2019) (Scope 1 + 2)
FY2030 target : -97% * Neutralize residual emissions
FY2023 result : -86%

Reduction rate of greenhouse gas emissions (base year: FY 2019) (Scope 3)
FY2030 target : -30%
FY2023 result : +21%
※Calculated based on a simplified calculation method in accordance with the Ministry of the Environment's guidelines. Actual reduction effects are not reflected in the calculation figures (a review of the calculation method is currently under consideration).

Renewable energy utilization rate
FY2030 target : 100%
FY2023 result : 95%

Materiality

A03

Fulfill our social responsibilities through strengthening of relationships with stakeholders

2030 Target

Fulfill social responsibilities in the entire supply chain, such as good relationships with stakeholders, creating a healthy workplace, and commitment to human rights

Major Initiatives

・Employee well-being
・Initiatives concerning human rights and labor practices (including AI ethics, etc.)
・Build and strengthen partnerships with business partners, stakeholders and communities, etc.

Materiality Indicators (Targets and Progress)

Rate of consent to the NRI Group Business Partner Code of Conduct or possessing own such codes of conduct
FY2025 target : Domestic group 90% (Ref. Global 80%)
FY2023 result : Domestic group 80% (Ref. Global 70%)
* Including environment, human rights, etc.
* Consenters or holders of equivalent standards in NRI Group's procurement partner companies, such as system development contractors

Evolve governance through realization of strategic risk control

2030 Target

Strive for balanced governance, including strategic risk-taking, to control risks with long-term perspective

Major Initiatives

・Maintain/operate group-wide governance and internal control
・Enterprise risk management
・Strengthen quality control and information security management
・Promote disclosure and improve transparency
・Enhance compliance, etc.

Materiality Indicators (Targets and Progress)

Number of cases in which severe risk materializes
(reports to regulatory authorities or incidents of equivalent severity for which the NRI Group is responsible)
FY2025 target : 0
FY2023 result : 5

Materiality

A03

▶Key performance indicators of materiality

Note : Red letters are materiality indicators in the medium-term management plan (2023-2025)

Materiality	Initiatives	KPI	FY2025 Targets	FY2023 Results	Coverage	Link
Value Creation						
Co-create a thriving future society	Business model transformation	Overall investment & spending on measures for DX 2.0/3.0 that transforms industries & society*1	¥63.0 billion*2	¥15.1 billion	a	-
		Number of business partnerships (joint ventures, local government agencies supported, etc.)	-	3	a	-
		Research and study to solve social issues	-	¥1,372 million	c-	P.178
	Policy proposals, advocation, Information & knowledge sharing, etc.	Major newspaper articles	1,000	134/Q	a	-
		Major Website articles	1,800	338/Q	a	-
		Media forums	48 times	19 times/Q	a	-
Co-create an optimal society	Business process transformation	Scale of cloud and data center services business (monetary sum)	-	YoY 114%	a	-
	Shared operation through business PF	Revenues of business platforms that help to achieve an optimal society	¥141.0 billion	¥137.4 billion	a	P.100
		Client CO_2 emission reductions through shared online services	-	48,772t	a	P.100
Co-create a safe and secure society	Sustainable social infrastructure	Scale of public services business (monetary sum)	-	YoY+26%	a	-
	IT infrastructure transformation	Revenues related to safety & security to enable a more resilient society*3	¥216.0 billion	¥185.5 billion	a	-
	Stable service operation	Number of information system incidents that had serious financial and social impacts	0	0	a	-
	Disaster management, disaster recovery support	As stated "Research and study to solve social issues" above				
		Degree of empathy with value co-creation *4 (domestic group)	70%	67%	b	-
		(reference) DCI (calendar year) *4	-	57.5	-	-

Materiality

A03

Value Creation Capital						
Advance human capital	Improve growth opportunities for each individual	Growth realization ratio	75%	74%	c	-
		Percentage of managers with high human management skill (high scores on human resource-related mesasures in the internal survey)	97%	93%	c	-
	Promote diversity and inclusion	Employee engagement score (NRI Payroll)	More than 70 continued	71	b-	P.130
		Percentage of female managers	13%	9.5%	c	P.118
		Female opportunity offering rate *5	17%	15%	c	-
		Percentage of managers who were mid-career hires (equitable promotion from employee population)	Equivalent percentage maintained for expert and management	Equal ratio of expert and management (25%)	c	-
	Enhance capability to realize the growth story	Number of human resources for utilizing DX	3,200 people	3,464 people	c	-
		Number of human resources for business creation	200 people	174 people	c	-
		Number of human resources for global business	-	284 people	c	-
		Number of hires (new graduates/mid-career hires)	new graduates 500 mid-career hires 365	new graduates 466 mid-career hires 256	c-*7	P.127
Accumulate intellectual capital	Evolve business model (e.g., expand software assets)	Software investment	-	¥42.2 billion	a	-
	Create a continuously evolving brand (e.g., enhanced content for Information & knowledge sharing)	As stated "Major newspaper articles", "Major Website articles" and "Media forums" above				
	Strengthen organizational capability to support business development (e.g., quality control, productivity innovation)	Amount of investment in creating & accumulating intellectual capital	¥41.0 billion*2	¥14.1 billion	a	-
Management Basis (ESG)						
Contribute to global environment	Reduce greenhouse gas emissions, and promote renewable energy use (Scope 1+2)	Greenhouse gas emissions reduction rate (Scope1+2) (Base year FY2019)	-97% * Neutralize residual emissions *8	-86%	a	P.99
		Renewable energy utilization rate	FY2030 Target 100%	95%	a	P.99
	Take measures to reduce greenhouse gas emissions in Scope 3	Greenhouse gas emissions reduction rate (Scope3) (Base year FY2019)	FY2030 Target 30%	+21%*9	a	P.99
		Percentage of suppliers that set environmental targets	-	66% (SBT level or above : 61%)	c	-

Materiality

Fulfill our social responsibilities	Employee well-being	Percentage of paid leave taken	75%	71%	c	P.139
		Rate of follow-up on periodic health checkups	95%	81%	c-	-
		Percentage of male employees taking childcare leave/partner childbirth leave	80%	84%	c-	P.132
	Initiatives concerning human rights and labor practices (including AI ethics, etc.)	Percentage of employees receiving training on human rights	100% of employees in position of expert or above have received training	100%	c	-
	Build and strengthen partnerships with business partners, stakeholders and communities	Number of unique companies participating in events for business partners about sustainability	–	97	c	-
		Rate of consent to the NRI Group Business Partner Code of Conduct*10 or possessing own such codes of conduct*11	Domestic Group 90% (reference：global 80%)	Domestic Group 80% (reference：global 70%)	d	-
		Social contribution expense	-	¥1,769 million	c-	P.178
Evolve governance	Maintain/operate group-wide governance and internal control	Number of cases in which severe risk materializes (reports to regulatory authorities or incidents of equivalent severity for which the NRI Group is responsible)	0 (every year)	5	a	-
	Enterprise risk management					
	Strengthen quality control and information security management					
	Promote disclosure and improve transparency	Number of guarantees obtained from third party certification authorities	-	75	-	P.180
	Enhance compliance	Percentage of compliance confirmation tests (odd years) or compliance awareness surveys (even years) collected	-	98%	b	P.54
External Evaluation		DJSI World (Dow Jones Sustainability Indices)	Selection Continued	Selection	-	P.24

*1 ”DX2.0" is defined as DX that uses digital technology to create new business models, and "DX3.0" is defined as DX that solves social issues and achieves paradigm change.
*2 Cumulative values during the term of Medium-term Management Plan (2023-2025)
*3 IT Platform Services Segment Revenues (including Inter-segment revenue for each segment)
*4 Ratio of employees who feel strong buy-in for the concepts of “value co-creation” and NRI’s “three social values”
*5 Digital Capabilities Index. This index visualizes the level of digitalization in Japan based on the overall value of four factors : (1) internet use by citizens, (2) digital public services, (3) connectivity (devices and telecommunications infrastructure), and (4) human capital (digital skills and ICT education).
*6 Percentage of women responsible for projects and businesses
*7 Number of people hired for associate and expert positions (career track). Including employees seconded to subsidiaries in the scope of the calculation.
*8 Residual emissions : Emissions that cannot be reduced in the NRI Group’s value chain at the time of the net-zero targets
Neutralization : Canceling out residual emissions through the use of carbon dioxide removal technologies and other means
*9 Scope 3 is calculated based on a simplified calculation method in accordance with the Ministry of the Environment's guidelines.
Actual reduction effects are not reflected in the calculation figures (a review of the calculation method is currently under consideration).
*10 Including environment, human rights, etc.
*11 Consenters or holders of equivalent standards in NRI Group's procurement partner companies, such as system development contractors

Materiality

▶Materiality issues with particularly high expectations and requirements (environmental and social impact) from external stakeholders

(1) CO_2 reduction via shared online services

Corresponding materiality

Value Creation : Co-create an optimal society

Reason that expectations/demands from external stakeholders are thought to be particularly high

The ICT industry has high CO_2 emissions and therefore great responsibility regarding climate change, which is a negative externality of the development of the future digital society. As a corporate group that promotes DX and the use of AI, our impact on climate change and our responsibility will increase as our business expands in the future.
In order to tackle these climate change problems, we build software for clients on a standardized system and provide shared online services as SaaS to clients in various industries including financial institutions. Consolidation via shared online services can dramatically reduce CO_2 emissions compared to a situation where companies operate equivalent systems separately.

Effects of NRI actions (Output)

Consolidation via shared online services that operate at data centers powered by 100% renewable energy can eliminate CO_2 emissions compared to a situation where companies operate equivalent systems separately. If the development stage is also taken into account, CO_2 emissions can be further reduced. Therefore, increasing the users of the shared online services of the NRI Group leads to reduced greenhouse gas emissions in society overall.

Measuring the impact on stakeholders

In order to quantify and evaluate the impact on stakeholders, we quantify (estimate) the social and environmental impact by calculating the assumed CO_2 reduction for the entire clientele when using the shared service and then converting it into the carbon cost reduced for society as a whole. For this assessment, we use an impact-weighted accounting index (The Environmental Priority Strategy System) developed at Harvard Business School.

Reference

HARVARD BUSINESS SCHOOL The IMPACT-WEIGHTED ACCOUNTS MODEL

https://www.hbs.edu/impact-weighted-accounts/Pages/default.aspx

(2) Improving community QOL and regional revitalization via digitalization of local municipalities and regional IT development

Corresponding materiality

Value Creation : Co-create a thriving future society

Reason that expectations/demands from external stakeholders are thought to be particularly high

As Japan is the fastest aging society in the world, aging, depopulation, and economic decline in regional areas are major social problems faced by the country. For a company in charge of ICT, there is an urgent need to utilize digital technologies to overcome challenges such as labor shortages and the management of social infrastructure.
Faced with such problems, we believe that it is possible to increase the happiness (wellbeing) of citizens and improve community QOL via regional digitalization based on the future predictions by consultants with a diverse range of specialized knowledge, an understanding of issues via the latest trend analysis and big data analysis, and the utilization of knowledge regarding the industrial redevelopment and urban regeneration that NRI has conducted in the past.

Materiality

A03

Effects of NRI actions (Output)

The NRI Group prevents aging, depopulation, and economic decline in regional areas by providing solutions (=calculated with scale of public services business) to solve individual issues faced by regional cities.
We have been utilizing our knowledge regarding the industrial redevelopment and urban regeneration that NRI has conducted in the past to formulate strategies for solving individual challenges facing regional cities. We also propose solutions to social issues by utilizing DX at regional cities that are concerned by various regional challenges.

Measuring the impact on stakeholders

In order to quantify and evaluate the impact on stakeholders, we use the unique DCI (Digital Capability Index) index developed by NRI in 2019 to visualize digitalization by prefecture.
The above index is used to periodically measure the degree digitalization of each prefecture and thereby quantify and measure the impact on society and the environment.

Reference

The Progress of Digitalization by Prefecture as Seen in the DCI
https://www.nri.com/en/knowledge/report/lst/2023/cc/0419_1

▶Materiality issues with a particularly large impact on the business of the NRI Group

(1) Strengthening information security management

Corresponding materiality

Management Basis (ESG) : Evolve governance through realization of strategic risk control

Reason that impact on the business of the NRI Group is thought to be particularly high

Risks to information security are increasing over the world, such as the large-scale hacking of confidential information and cyberattacks targeting important infrastructure and corporations.
Information security is the most critical business risk for the NRI Group, because we develop and operate national systems and information systems for many client companies.

NRI Group efforts to tackle this materiality issue

To build an information security management system for the entire organization, the NRI Group appoints a Chief Information Security Officer and people responsible for and in charge of information security at every business division and group company. As well as promoting our information security policies, we will continue activities that enable us to respond swiftly, accurately, and reliably in the event of information security problems, cyber-attacks, and other security emergencies.
In order to prevent information security problems before they occur and minimize the impact of problems that do occur, we implement various measures for employee awareness building and information security management auditing at our offices and business partners, including the adoption of the above robust governance measures.

Materiality Indicators (Targets and Progress)

Number of cases in which severe risk materializes
(reports to regulatory authorities or incidents of equivalent severity for which the NRI Group is responsible)
FY2025 target : 0
FY2022 result : 1
FY2023 result : 5

Relationship between this materiality issue and Member of the Board compensation

Information security issues are reflected in the calculation of compensation for members of the Board of Directors, Senior Executive Managing Directors, and Senior Corporate Managing Directors, depending on the level of impact and level of importance.
We also conduct an annual comprehensive quantitative and qualitative evaluation of each division's results and performance, including information security and sustainability efforts, including quality control and compliance initiatives. These evaluations are reflected in the bonuses awarded to business unit managers and employees.

Materiality

(2) Securing/developing human resources and diversity

Corresponding materiality

Value Creation Capital : Advance human capital

Reason that impact on the business of the NRI Group is thought to be particularly high

As a consulting and IT solutions services company, our most important management capitals are our people. In our long-term management vision V2030, the development of human capital through the challenge and growth of diverse professionals is an important theme for the NRI Group. From a long-term perspective, it is important to recruit/develop outstanding human resources and provide them with opportunities to fully demonstrate their abilities in order to maximize our human capital.
To "advance human capital," it is also important to improve diversity and inclusion and increase employee engagement, so we are implementing a variety of measures.

NRI Group efforts to tackle this materiality issue

By implementing the following measures to enable each of our employees to fully demonstrate their abilities in line with their ambition and experience, we promote the construction of a highly engaging organization where diverse professionals can flourish, and aim to develop true professionals.

(1) "Career fields" visualizing the domains and levels of one's specialized skills
(2) Internal certification system for employees with a high level of specialized skills
(3) Global human resource development program including overseas posting and training
(4) Systematically providing female managers and manager candidates with opportunities and promotions
(5) Various initiatives aimed at maintaining and improving engagement across the entire group

Materiality Indicators (Targets and Progress)

Employee engagement score (NRI Payroll)
FY2025 target : More than 70 continued
FY2022 result : 71
FY2023 result : 71

Female opportunity offering rate (Not consolidated)
FY2025 target : 17%
FY2022 result : 14.3%
FY2023 result : 15.0%

*Percentage of women responsible for projects and businesses

Relationship between this materiality issue and Member of the Board compensation

In regard to share-based compensation for Members of the Board (excluding external Members of the Board) and Senior Managing Directors, we have adopted a system that considers actions for achieving NRI Group sustainability indices including the expansion of human capital in our Medium-Term Management Plan (2023 - 2025).
We also conduct an annual comprehensive quantitative and qualitative evaluation of each division's results and performance, including information security and sustainability efforts, including quality control and compliance initiatives. These evaluations are reflected in the bonuses awarded to business unit managers and employees.

Materiality

(3) Reduction of greenhouse gas emissions

Corresponding materiality

Management Basis (ESG) : Contribute to global environment

Reason that impact on the business of the NRI Group is thought to be particularly high

As described in P.95 "expected opportunities and risks of the TCFD", climate change will have a major impact on all four business segments of the NRI Group.
Although we can expect our consulting business to see increased corporate assistance utilizing our knowledge on decarbonization and our IT solution business to contribute to decarbonization by providing assistance on making supply chain and logistics processes more efficient, there is also a risk of NRI profits falling due to climate change because of the impact that ensuing macroeconomic stagnation will have on our client companies.
The NRI Group has three data centers that account for approximately 80% of the energy consumption of the entire NRI Group. This is why global warming (and the reduction of greenhouse gas emissions) entails both long-term risks and business opportunities for the NRI Group.

NRI Group efforts to tackle this materiality issue

NRI Group migrated from traditional data centers to new data centers with superior environmental performance. Our data centers, which account for most of the energy consumed by our business, use completely renewable energy sources.
A combination of multiple energy-saving technologies also enable us to dramatically reduce energy consumption.
We are also able to dramatically reduce the total energy consumption of the company by adopting shared online services, which enable a single IT system to be shared between multiple companies, rather than having each company build and operate individual IT systems.
Our consulting business also provides effective advice on environmental measures to government and industry. We also actively promote the disclosure of information regarding climate change.

Materiality Indicators (Targets and Progress)

Greenhouse emissions reduction rate (base year : FY2019) (Scope 1 + 2)
FY2030 target : Reduce Scope 1+2 emissions by 97%, neutralizing residual emissions
FY2022 result ：-66%
FY2023 result ：-86%

Relationship between this materiality issue and Member of the Board compensation

In regard to share-based compensation for Members of the Board (excluding external Members of the Board) and Senior Managing Directors, we have adopted a system that considers actions for achieving NRI Group sustainability indices including the reduction of greenhouse gas emissions in our Medium-Term Management Plan (2023 - 2025).

Information Disclosure

▶Structure of disclosure of information

Information disclosure system

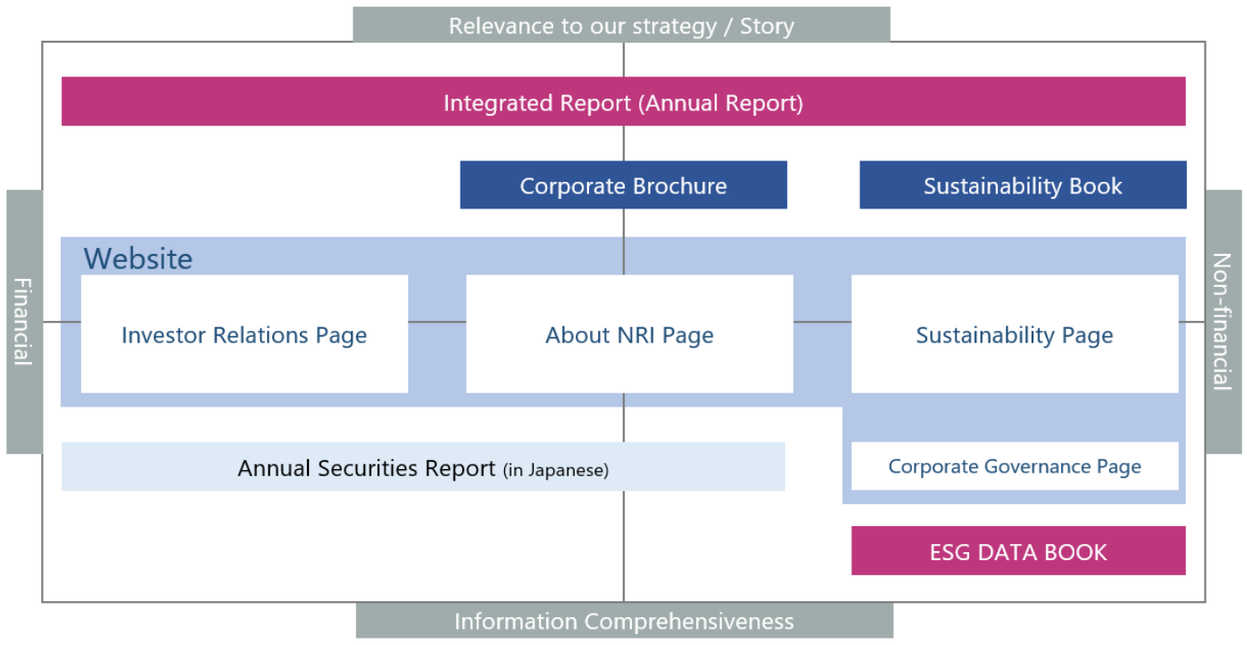
Integrated report (booklet and PDF)
An overall picture of NRI's corporate value creation activities is explained in concise and clear manner.

ESG Databook (PDF)
We disclose in detail non-financial information relating to the Environmental (E), Society (S), and Governance (G) as the data section of the integrated report,

Sustainability Book (booklet and PDF)
An overview of the year's sustainability promotion activities is explained in an easily understood manner.

Website
The NRI Group's profile, latest news, business information, sustainability information, information for shareholders and investors, and other information in detail.

Information Disclosure System



Link Files	
Approach to Disclosure	https://www.nri.com/en/ir/policy
Integrated Report (Annual Report)	https://ir.nri.com/en/ir/library/report.html
Sustainability	https://www.nri.com/en/sustainability
Sustainability Report (Library)	https://www.nri.com/en/sustainability/library/report

Information Disclosure

▶Scope of reporting / Reporting period / Independent assurance

Scope of reporting

The disclosure of financial and non-financial information applies as a general rule to the NRI Group (Nomura Research Institute, Inc., and its consolidated subsidiaries).
Some of the non-financial information targets a specific range, in which case said range is clearly specified separately.

Reporting period

Content is mainly focused on initiatives from FY2023 (from April 1, 2023 to March 31, 2024), but may also include some background information, activities after April 1, 2024, or planned future activities.

Correction of previously reported information

There are no serious corrections to the reporting in last year's ESG Data Book.

Independent assurance

We have obtained certification from third-party certification organizations for some environmental and social data.

| Link File | Independent Assurance Report (p.180) |

▶Guidelines referenced for the disclosure of information

Guidelines referenced for disclosure

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Environmental Reporting Guidelines (2018 version) of the Ministry of the Environment of Japan
- UN Guiding Principles Reporting Framework

| Link File | GRI Standards Content Index (p.183-) |

Information Disclosure

▶External evaluation

External evaluation

Inclusion in ESG stock indices
- Dow Jones Sustainability World Index (2018－)
- Dow Jones Sustainability Asia/Pacific Index (2016－)
- MSCI ESG Leaders Indexes (2016－)
- FTSE4Good Developed Index (2006－)
- MSCI Japan ESG Select Leaders Index (2017－)
- MSCI NIHONKABU ESG Select Leaders Index (2024−)
- MSCI Japan Empowering Woman Index (2017－)
- FTSE Blossom Japan Index (2017－)
- FTSE Blossom Japan Sector Relative Index (2022−)
- SOMPO Sustainability Index (2012－)
- S&P/JPX Carbon Efficient Index (2018－)
- Morningstar Japan ex-REIT Gender Diversity Tilt Index (2023－)

Sustainability related evaluation
- "Top 5%" of S&P Sustainability Yearbook 2024 Rankings by S&P Global (2024)
- MSCI ESG Ratings AAA (FY2021−)

Climate change related evaluation
- CDP climate change A list company (FY2019－)
- CDP Supplier Engagement Leaderboard (FY2019－)

Diversity related evaluation
- Received the highest level of “Eruboshi” (The Ministry of Health, Labor and Walfare) (2017－)
- Kurumin Mark (The Ministry of Health, Labor and Walfare) (2007－)
- Plutinum Kurumin Certification (The Ministry of Health, Labor and Walfare) (2018－)

Health and productivity management related evaluation*
- Certified as “Excellent Enterprise of Health and Productivity Management* (White 500)” (2017－)

Awards
・Japan Investor Relations Association “IR Prime Business Award" (FY2023)
・Nikkei Inc. "NIKKEI Integrated Report Award" Grand prize (FY2023)
・Securities Analysts Association of Japan "Awards for Excellence in Corporate Disclosure"
(in IT Service/Software category and Disclosure for Individual Investors category) (FY2023)

Corporate Governance - Management Approach

G01M

NRI's approach to material issues

NRI works to enhance corporate governance in accordance with the basic approach outlined below, based on the recognition that corporate governance consists of mechanisms for transparent, fair, timely, and accurate decisionmaking based on the perspective of stakeholders, including society, customers, employees, business partners, and shareholders.

1. Cooperation with stakeholders
NRI respects the interests of stakeholders and cooperates with them in an appropriate manner. In particular, with regard to shareholders, NRI takes the proper measures so that rights are substantially secured, in addition to ensuring substantial equality.

2. Information disclosure and communication
NRI discloses information as stipulated by laws and by the regulations of the Tokyo Stock Exchange, and information that assists its stakeholders in understanding NRI and its operations properly, in a timely, accurate, and fair manner, to secure transparency as well as to engage in constructive dialogue with its shareholders.

3. Corporate governance system
NRI is strengthening its management monitoring functions based on the Audit & Supervisory Board System through the appointment of Independent Directors and Independent Audit & Supervisory Board Members, as well as the establishment an advisory committee to the Board of Directors, the majority of whose members are independent outside directors.

NRI have made the NRI Corporate Governance Guidelines public to outline our basic approach and action policy regarding corporate governance.

Priority activities / Medium- to long-term targets

Up until now, the NRI Group has grown in the Japanese market mainly by building a client base in the finance and distribution industries and providing business platforms in the field of finance. In the global market, we have grown by assisting the globalization of Japanese companies and expanding their business base mainly in Australia and North America. Furthermore, client companies have taken COVID-19 as an opportunity for IT investment related to DX and utilizing new technologies such as AI, and are rapidly progressing from the stage of transforming business processes to the stage of transforming business models themselves.
In order to realize further growth in such an environment, the NRI Group needs to enhance its competitive advantage in existing business areas (core business domains such as IT solutions and consulting services) both at home and abroad by increasing added-value and productivity, establish its position as a trusted partner in DX, and enlarge transactions with customers. This growth strategy will enable us to solve social issues and contribute to achieving a sustainable future. To that end, it is necessary to secure personnel who will promote the DX business and the global business, and it is important to strengthen recruitment and development.
Although the percentage of consolidated overseas sales is 16.0%, NRI's shareholding ratio of foreign ownership is about 36.8%, and the NRI Group's overseas workforce ratio is 34.2%.
In light of the above, we are promoting the enhancement of corporate governance from the following perspectives.

Based on the above, we promote the enhancement of corporate governance from the following perspectives.
・Transparency and independence based on global standards
・Sustainability including non-financial factors such as environmental and social aspects
・Diversity and universality in global governance

Corporate Governance - Management Approach

G01M

Progress / Achievements / Challenges

We improved transparency and independence by increasing the number of independent outside directors from two to three in 2015, and began evaluating the effectiveness of the Board of Directors annually from 2016.
In 2017, the company established a Nomination Committee with independent outside directors as the principal members, and also changed the principal members of the Compensation Committee from outside experts to independent outside directors.
In regard to sustainability efforts, in 2023 we established the Sustainability Committee, headed by a Member of the Board , which oversees the existing Sustainability Activities Committee and Value Co-Creation Committee. This has enabled us to further strengthen our system for incorporating the perspective of sustainability in our management decision-making and supervision. As for the diversity and universality of global governance, we are proceeding to share the corporate philosophy of NRI, along with the group's corporate behavior principles and standards of conduct, while at the same time respecting the corporate culture and climate of overseas subsidiaries that have newly joined the NRI Group.

Link Files
Corporate Governance
https://www.nri.com/en/company/governance
NRI’s Corporate Governance (Integrated Report)
https://ir.nri.com/en/ir/library/report/main/014/teaserItems1/01/link/ar2023_e_print.pdf#page=110
Financial Results (In Japanese only)
https://ir.nri.com/jp/ir/library/securities.html

Corporate Governance - Data G01D

▶Corporate governance policy

Policy and objectives concerning the independence of the Board of Directors

NRI is strengthening its management monitoring functions based on the Audit & Supervisory Board System through the appointment of Independent Directors and Independent Audit & Supervisory Board Members, as well as the establishment of a body with a majority of members Independent Directors appointed to advise the Board of Directors.
The Board of Directors has a well-balanced composition of executive directors, non-executive directors, and outside directors, which is intended to facilitate the realization of appropriate decision-making and oversight of the Board of Directors that take into consideration multiple perspectives, including the viewpoints of business execution, supervision, and outside parties.
In order to realize this, we ensure that at least one third of the Board of Directors is made up of independent directors.
The independence of the Board of Directors is stipulated in Articles 11, 13, 17, 19, 21, 22 and 23 of the NRI Corporate Governance Guidelines.

Reference

NRI Corporate Governance Guidelines	https://www.nri.com/en/company/governance

▶Members of the Board

Number of Members of the Board and Audit & Supervisory Board Members (Beginning of July)	unit	2020	2021	2022	2023	2024
Total number of Members of the Board	no. of person	9	9	9	9	9
Female directors	no. of person	1	1	1	1	2
Non-Japanese directors	no. of person	0	0	0	0	0
Executive internal directors	no. of person	3	3	4	4	4
Non-executive internal directors	no. of person	3	3	2	2	2
Outside directors	no. of person	3	3	3	3	3
Total number of Audit & Supervisory Board Members	no. of person	5	5	5	5	5
Female directors	no. of person	0	0	1	1	1
Non-Japanese directors	no. of person	0	0	0	0	0
Outside Audit & Supervisory Board Members	no. of person	3	3	3	3	3
Coverage		c	c	c	c	c

Chairperson of the Board of Directors

The Chairperson of the Board of Directors serves as a non-executive director, thereby achieving the separation of business execution and oversight.
(Ref. NRI Corporate Governance Guidelines Article 13. Chairperson of the Board of Directors)

Number of Senior Management Directors, etc. (Beginning of July)	unit	2020	2021	2022	2023	2024
Senior Management Directors*	no. of person	41	40	43	42	36
Female	no. of person	1	2	2	2	3
Management Directors	no. of person	9	8	7	7	10
Female	no. of person	1	0	1	1	0
Research Directors	no. of person	2	3	3	2	1
Female	no. of person	0	0	0	0	0
Coverage		c	c	c	c	c

* Including members who also serve as executive internal directors

Corporate Governance - Data

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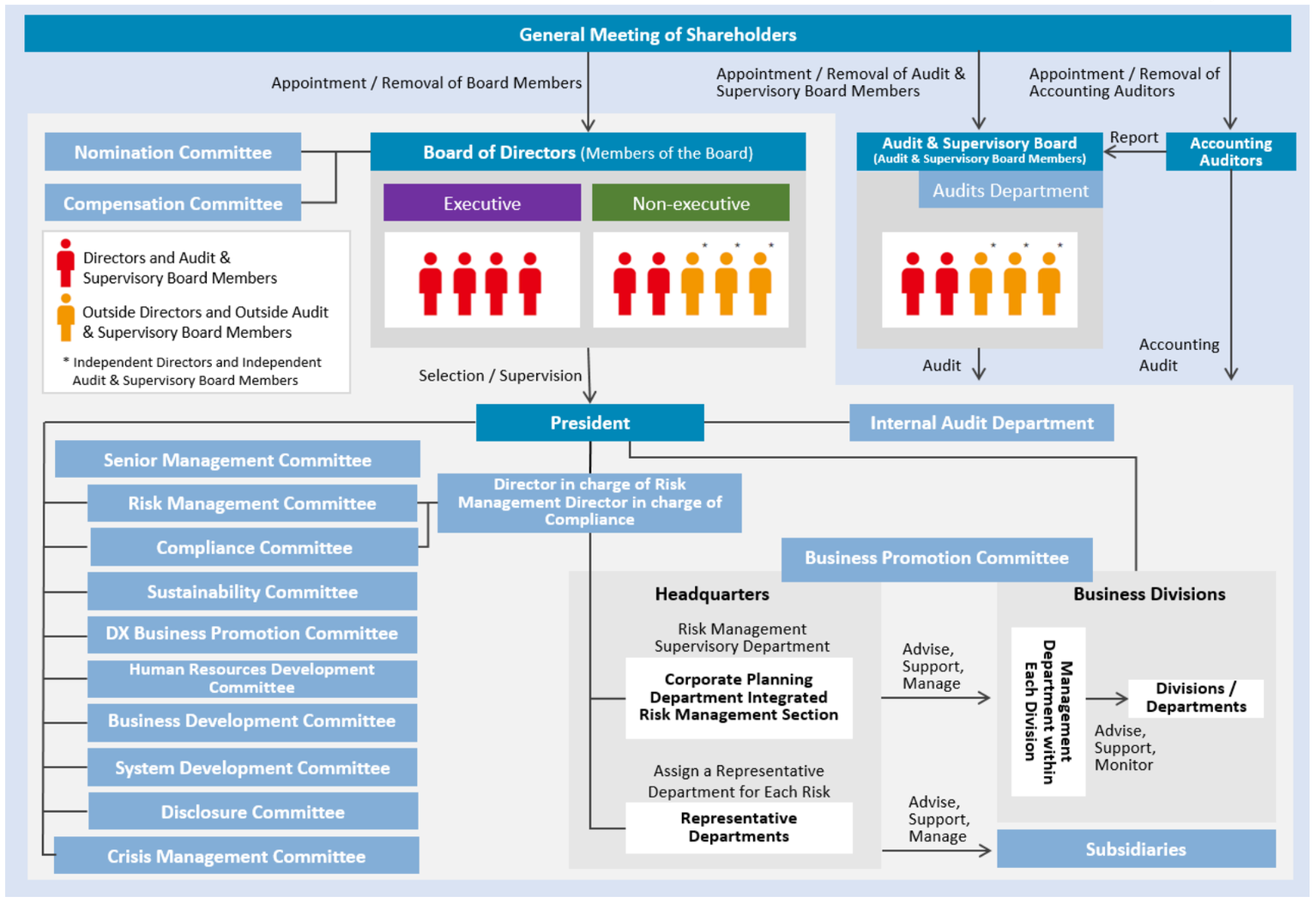
▶Corporate governance structure

Corporate governance structure

[As of July 1, 2024]



▶Criteria and process for nomination of Members of the Board and Audit & Supervisory Board Members

Process for nomination of Members of the Board and Audit & Supervisory Board Members

The Board of Directors includes up to 15 members that are appointed based on gender, internationality, career experience/expertise, and a good balance of experience related to the NRI business, corporate management, risk management, finances/accounting, and overseas business, according to our the medium to long-term management strategy, and realizes appropriate decision-making and supervision based on diverse perspectives and values. Selection was decided at the General Meeting of Shareholders after deliberation by the Nomination Committee and Board of Directors.
To ensure independence, NRI elects at least two Independent Audit & Supervisory Board Members. And at least one of the appointed Audit & Supervisory Board Members must have considerable knowledge of finance and accounting.

Criteria for nomination of Members of the Board and Audit & Supervisory Board Members

Candidates for Members of the Board must have extensive practical experience, high capabilities, understanding, and the ability to contribute to the enhancement of corporate value over the mid- to long-term in a manner consistent with the NRI's corporate philosophy.
Candidates for Audit & Supervisory Board members must have extensive practical experience, high capabilities, understanding, and can be expected to perform audits from a neutral and objective viewpoint and contribute to the maintenance of the soundness of management.

Terms of Members of the Board and Audit & Supervisory Board Members

The terms of Members of the Board and Audit & Supervisory Board Members are defined as follows in the articles of incorporation.
・Members of the Board: Until the conclusion of the Ordinary General Meeting of Shareholders regarding the final business year that will finish within one year of appointment.
・Audit & Supervisory Board Members: Until the conclusion of the Ordinary General Meeting of Shareholders regarding the final business year that will finish within four years of appointment.

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Conflict of interest

Process for Preventing and Reducing Member of the Board Conflicts of Interest

When conducting a conflict of interest transaction with a Member of the Board as defined in the Companies Act, NRI requires debate on and approval of the transaction at a Board of Directors meeting, to ensure that the transaction will not harm the common interests of the company and shareholders. If a transaction is approved, the status of the transaction is periodically reported on at Board of Directors meetings.

Functions and committees

The highest governing body

Board of Directors

Overview	NRI has delegated to considerable authority and responsibility for business execution to Senior Managing Directors and other Directors. The Board of Directors is exclusively responsible for fundamental decision-making that are the basis for the Company's business execution and for overseeing the execution of duties by Members of the Board. (Ref. NRI Corporate Governance Guidelines Article 11, System of Board of Directors and Others)
Committee Chair	Shingo Konomoto, Chairman, Member of the Board
Members	Yo Akatsuka, Kaga Yanagisawa, Ken Ebato, Hidenori Anzai, Fumihiko Sagano, Shinoi Sakata, Tetsuji Ohashi, Hideki Kobori

Function for compensation

Compensation Committee

Overview	The majority of the members of this committee are independent outside directors. The committee deliberates on topics such as the system and level of remuneration for directors and remuneration for each director from the standpoint of fairness and transparency. (Ref. NRI Corporate Governance Guidelines Article22, Compensation Committee)
Committee Chair	Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director
Members	Shingo Konomoto, Shinoi Sakata, Tetsuji Ohashi, Hideki Kobori

Function for nomination

Nomination Committee

Overview	The majority of the members of this committee are independent outside directors. The appointment of directors and corporate auditors is deliberated from the perspective of fairness and transparency in light of the basic management policy and selection criteria for each officer. In addition, if any doubt arises in the activity results of the board member, the appropriateness of dismissal will be discussed. (Ref. NRI Corporate Governance Guidelines Article 21, Nomination Advisory Committee)
Committee Chair	Shingo Konomoto, Chairman, Member of the Board
Members	Kaga Yanagisawa, Shinoi Sakata, Tetsuji Ohashi, Hideki Kobori

Function for audit

Audit & Supervisory Board

Overview	The Audit & Supervisory Board oversee the execution of duties by Members of the Board. And discusses and decides auditing policies and other important matters related to auditing and formulate and expresses audit opinions. (Ref. NRI Corporate Governance Guidelines Article 11, System of Board of Directors and Others)
Committee Chair	Yoichi Inada, Audit & Supervisory Board Member
Members	Takeshi Hihara, Kenkichi Kosakai, Naruhito Minami, Yasuko Takazawa

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Function for strategy	
Senior Management Committee	
Overview	The Committee deliberates on important matters of company management in order to centralize the intention of business execution.
Committee Chair	Kaga Yanagisawa, President & CEO, Member of the Board, Representative Director
Members	Ken Ebato, Hidenori Anzai, Fumihiko Sagano, Tomohiko Noguchi, Yoshihiko Sunaga, Akira Matsumoto, Tetsuro Watanabe, Shigekazu Ohmoto, Ichiro Morisawa, Hiroyuki Nakayama, Masaaki Yamazaki, Hiroyuki Kawanami, Hideki Saito, Takao Yamaguchi

Function for risk management	
Integrated Risk Management Committee	
Overview	The Committee deliberates on important issues related to risk management of the Group, such as system failures and information security and business continuity, based on the instructions of the President & CEO.
Committee Chair	Masaaki Yamazaki, Senior Corporate Managing Director
Members	Ken Ebato, Hidenori Anzai, Fumihiko Sagano, Tomohiko Noguchi, Yoshihiko Sunaga, Akira Matsumoto, Tetsuro Watanabe, Shigekazu Ohmoto, Ichiro Morisawa, Hiroyuki Nakayama, Hiroyuki Kawanami, Hideki Saito, Takao Yamaguchi

Function for compliance	
Compliance Committee	
Overview	The Committee deliberates on the issues concerning the promotion of ethical and compliance management covering the improvement of structures to comply with corporate ethics and laws and the prevention of violation reoccurrences, based on the instructions of the President & CEO.
Committee Chair	Masaaki Yamazaki, Senior Corporate Managing Director
Members	Ken Ebato, Hidenori Anzai, Fumihiko Sagano, Tomohiko Noguchi, Yoshihiko Sunaga, Akira Matsumoto, Tetsuro Watanabe, Shigekazu Ohmoto, Ichiro Morisawa, Hiroyuki Nakayama, Hiroyuki Kawanami, Hideki Saito, Takao Yamaguchi

Function for sustainability	
Sustainability Committee	
Overview	The committee deliberates important matters related to sustainability, based on the instructions of the President & CEO.
Committee Chair	Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director
Members	Yoshihiko Sunaga, Tetsuro Watanabe, Masaaki Yamazaki, Hiroyuki Kawanami, Sonoko Kitagawa, Hideki Saito, Takefumi Ikeya, Masashi Shimizu, Takao Yamaguchi
Subcommittees	Value Co-Creation Committee : Committee Chair Masashi Shimizu Sustainability Activities Committee : Committee Chair Masaaki Yamazaki * P.5 for details.

Function for DX business promotion	
DX Business Promotion Committee	
Overview	Based on the instructions given by the President & CEO, the Committee deliberates on important issues concerning promotion of the digital transformation (DX) business.
Committee Chair	Tomohiko Noguchi, Senior Corporate Managing Director
Members	Shigekazu Ohmoto, Ichiro Morisawa, Akihiro Kamei, Kotaro Gunji, Noriyuki Takeda, Masakazu Amamiya, Youji Minamigawa, Fumihiko Kamio, Shinichiro Umeya, 8 other department managers

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Function for human resources	
Human Resources Development Committee	
Overview	The Committee deliberates on important issues concerning ability development and training of employees, based on instructions given by the President & CEO.
Committee Chair	Masaaki Yamazaki, Senior Corporate Managing Director
Members	Hideki Saito, Tomohiko Noguchi, Akira Matsumoto, Tetsuro Watanabe, Shigekazu Ohmoto, Ichiro Morisawa, Hiroyuki Nakayama, Hiroyuki Kawanami

Function for business development	
Business Development Committee	
Overview	The Committee deliberates on important issues concerning investments in research and development, planned businesses and investments, such as the acquisition of securities, based on instructions given by the President & CEO.
Committee Chair	Yoshihiko Sunaga, Senior Corporate Managing Director
Members	Tomohiko Noguchi, Masaaki Yamazaki, Takao Yamaguchi

Function for systems development	
Systems Development Committee	
Overview	The Committee deliberates on important issues concerning proposals and quotations to clients, as well as on their development and release of IT solution-related systems, based on instructions given by the President & CEO.
Committee Chair	Tetsuro Watanabe, Senior Corporate Managing Director
Members	Akira Matsumoto, Hiroshi Koike, Kazuya Kobayashi, Akihiro Kamei, Yasushi Kobara, Koji Shimizu, Katsuya Mori, Takefumi Ikeya, Noriyuki Takeda, Toshifumi Hara, Masashi Shimizu, Hirofumi Miyatake, Takashi Yagi, Tomonori Utsumi, Youji Minamigawa, Masaki Katayama, Shinichi Kuriyama, Takahiko Inaba, Kouji Kobayashi, Tomoaki Takagi, 116 other department managers

Function for disclosure	
Disclosure Committee	
Overview	The Committee deliberates on important issues concerning the disclosure of Annual Securities Report and other documents, based on instructions given by the President &CEO.
Committee Chair	Yoshihiko Sunaga, Senior Corporate Managing Director
Members	Masaaki Yamazaki, Hideki Saito, Takao Yamaguchi, 8 other department managers

Function for crisis management	
Crisis Management Committee	
Overview	The Committee will develop and support a prompt system in the event of a crisis such as natural disasters and infectious diseases, system failures, and information security failures, based on instructions given by the President & CEO.
Committee Chair	Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director
Members	Tetsuro Watanabe, Masaaki Yamazaki, Ken Ebato, Fumihiko Sagano, Tomohiko Noguchi, Yoshihiko Sunaga, Akira Matsumoto, Shigekazu Ohmoto, Ichiro Morisawa, Hiroyuki Nakayama, Hiroyuki Kawanami, Hideki Saito, Takefumi Ikeya, Takao Yamaguchi

Function for promotion of internal control	
Business Promotiion Committee	
Overview	The Committee involves administrative departments from the headquarters and management departments within business divisions and seeks to establish highly effective and efficient internal controls.
Committee Chair	Yoshihiko Sunaga, Senior Corporate Managing Director
Members	Katsutoshi Murakami, Hideki Saito, Takao Yamaguchi, 35 other department managers and subsidiary executives

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NRI Executives

NRI Executives

Chairman, Member of the Board	Shingo Konomoto	Senior Corporate Managing Directors	Minoru Yokote	Ichiro Morisawa
Vice Chairman, Member of the Board	Yo Akatsuka		Tomohiko Noguchi	Hiroyuki Nakayama
President & CEO, Member of the Board, Representative Director	Kaga Yanagisawa		Yoshihiko Sunaga	Masaaki Yamazaki
			Akira Matsumoto	Hiroshi Koike
			Tetsuro Watanabe	Kazuya Kobayashi
			Shigekazu Ohmoto	Akihiro Kamei
Senior Executive Vice President, Member of the Board, Representative Director	Ken Ebato		Yasuki Nakamaru	
Senior Executive Managing Director, Member of the Board, Representative Director	Hidenori Anzai	Senior Managing Directors	Katsutoshi Murakami	Takefumi Ikeya
			Yasushi Kobara	Noriyuki Takeda
			Hiroyuki Kawanami	Toshifumi Hara
			Sonoko Kitagawa	Masashi Shimizu
Senior Executive Managing Director, Member of the Board	Fumihiko Sagano		Jun Odashima	Noriyuki Kobayashi
			Koji Shimizu	Takao Yamaguchi
			Noriyasu Kogure	Masakazu Amamiya
			Kotaro Gunji	Akiko Tabaru
Members of the Board	Shinoi Sakata *1		Hideki Saito	Hirofumi Miyatake
	Tetsuji Ohashi *1		Katsuya Mori	
	Hideki Kobori *1	Managing Directors	Takashi Yagi	Shinichi Kuriyama
Audit & Supervisory Board Members	Yoichi Inada		Junji Hatoya	Masaaki Komiya
	Takeshi Hihara		Tomonori Utsumi	Takahiko Inaba
	Kenkichi Kosakai *2		Youji Minamigawa	Kouji Kobayashi
	Naruhito Minami *2		Masaki Katayama	Tomoaki Takagi
	Yasuko Takazawa *2	Research Director	Fumihiko Kamio	
		Counselors	Namiki Kubo	Shoichi Ohno

*1 Outside directors

*2 Outside Audit & Supervisory Board Members

Fellows	Minoru Aoshima	Shinichiro Umeya

Effectiveness of the Board of Directors

Status of the Board of Directors	unit	During the term of office
Number of board meetings held*	times	15
Attendance rate of Board of Directors	%	100
Term of office of directors	years	1
Average tenure of directors	years	3.6

* From April 1, 2023 to March 31, 2024

* All directors are requested to achieve the target rate of attendance at board of directors meetings, which is set at 80% or higher.

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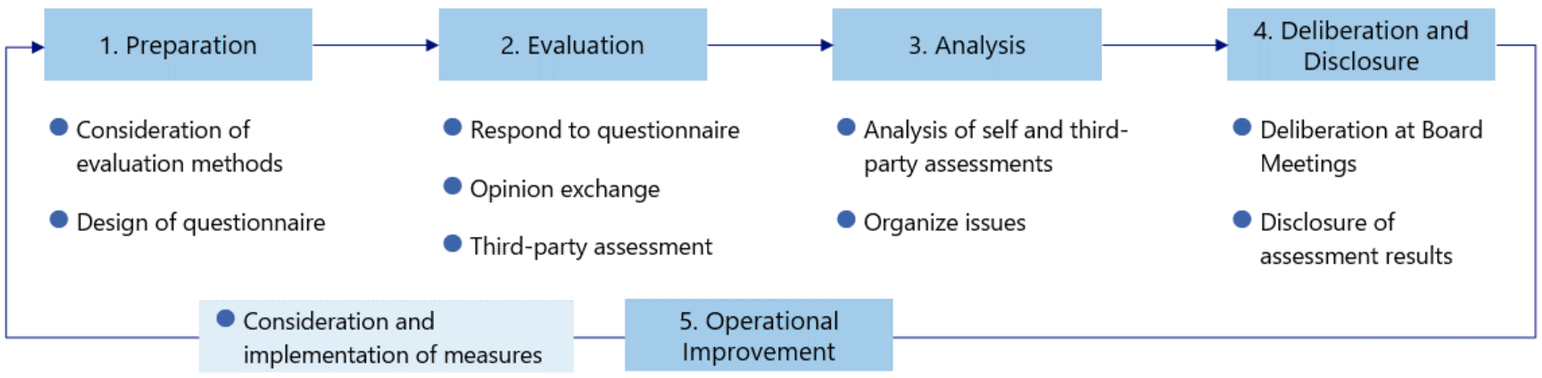
Evaluations of the Board of Director's effectiveness

1. Evaluation process

We evaluate the effectiveness of the Board of Directors via a series of five processes: (1) Evaluation preparations, (2) Evaluation, (3) Analysis, (4) Deliberation/disclosure, and (5) Operational improvement. Regarding the evaluation in (2), we conduct a questionnaire for all Director and Independent Audit & Supervisory Board Members, and to understand more specific issues, exchange views with Independent Directors. This fiscal year, we also adopted interviews by third party organizations to check relative evaluations including other companies.



2. Review of the evaluation method for the current fiscal year

Looking ahead to these evaluations, we performed 1. Preparation to check the content of the Board of Directors questionnaire for March 2024 and debate the adoption of third party evaluations to identify issues for raising the effectiveness of the Board of Directors.

Opinions were exchanged at independent director meetings to discuss the effectiveness of the Board of Directors based on the results of the questionnaire in March. The Board of Directors also conducted an analysis and evaluation that included objective third-party opinions and debated issues from various evaluation perspectives.

3. Efforts to tackle issues identified in the previous fiscal year

We conducted the following efforts for the various issues identified in the effectiveness evaluation of the previous fiscal year.

(1) Continuing debate on the composition and diversity of the Board of Directors

We debated the selection of suitable candidates for President and Members of the Board while considering diversity.

(2) Improving the quality of debate by clarifying the points of debate in Board of Directors meeting materials and focusing on key topics

We checked the points of debate at Board of Directors meetings in advance and confirmed that the meeting materials were of a suitable structure and size for explanations on the business execution side.

(3) Providing opportunities for the free and open exchange of ideas at Board of Directors meetings

We provided opportunities for the informal exchange of opinions, such as off-site meetings between outside directors and the president and independent director meetings regarding economic security.

(4) Further enriching debate on strategic topics

We increased the time spent on key themes by revising debate standards. Ongoing issues include how we can stimulate debate on our overseas business and achieve debate on human capital.

(5) Continuous debate on enhancing governance at overseas group companies

We debated the status of implementing enhanced governance at our overseas group companies and related issues at Board of Directors meetings.

Corporate Governance - Data G01D

4. Overview of evaluation results

According to the self-evaluations conducted as usual and the objective third party evaluations, we have deemed that the effectiveness of the Board of Directors is generally assured and its operation has been steadily improving. An overview of the evaluation results is indicated below.

a. Structure/status of Board of Directors

・An overall good balance of inside executive/non-executive directors and independent directors with diverse experience and specialized knowledge is maintained, and a system for ensuring appropriate decision making and supervision is provided.
・Reviews of debate standards and further delegation of authority to the execution side have enabled more time to spend on key themes at Board of Directors meetings and fostered an environment where careful debate can be had regarding management strategies.
・Although there will be a new system in FY2024, including a female president, there is a need to continue debating the structure and diversity of the Board of Directors going ahead, including the ratio of outside directors, based on the future business situation and management strategies.
・Constructive discussions and exchanges of views are carried out by the entire Board of Directors, including active opinions and recommendations from outside directors. We expect the quality of debate to further improve in the future as we promote focus on important topics and the clarification of the points to debate in the meeting materials.

b. Assistance for Directors

・In regard to global strategies, we hope for reports on the status of investigating and executing strategies based on continuous debate.
・In regard to human capital strategies, we hope to see opportunities for fundamental debate, as this theme is at the core of NRI management strategy.

c. Management strategy

・Careful discussions were carried out to formulate our new vision and new Medium-Term Management Plan. In order to promote understanding of and establish our new vision, we expect to conduct awareness building measures for the entire group and continuous progress reviews.
・It is desirable to have further debate on how we can expand our human resources in a manner consistent with our strategies and formulate a research and development strategy suitable for NRI.

d. Internal control, risk management, and group governance

・We confirmed lively debate and the exchange of ideas regarding group global governance, and see steady improvements overall. We hope to see efforts that are substantial rather than mere formalities, while monitoring the status of maintenance measures and actions for enhancing governance at overseas group companies and evaluating the status of implementation requirements.
・Our internal control and risk management are functioning effectively overall and we are reporting in an appropriate manner. It is desirable to continuously maintain, inspect, and report on the roles of the first and second lines for ensuring the internal control functions.
・Due to increasing geopolitical risks, it is desirable to accelerate debate focused on offshore policy.

e. Advisory committees

・In regard to the Nomination Committee and Compensation Committee, discussions and the exchange of opinions on the succession plan for the president, Director candidate selection and cultivation process, and method for determining Director compensation are carried out appropriately and the committees are functioning effectively, despite being voluntary.

Based on the above analysis and evaluation, we will continuously aim to improve the effectiveness of the Board of Directors. We will continue to evaluate the effectiveness of the Board of Directors each year and plan to periodically conduct further interviews with third party organizations about once every three years.

Corporate Governance - Data G01D

▶Executive compensation

Executive compensation amounts	No. of eligible individuals (person)	unit	Total compen-sation	Basic compen-sation	Performance-linked compensation		Other
					Bonus	Restricted stock-based compen-sation	
Members of the Board	10	millions of yen	1,005	318	337	347	2
Outside Members of the Board	4	millions of yen	64	64	–	–	–
Audit & Supervisory Board Member	6	millions of yen	189	115	40	32	0
Outside Audit & Supervisory Board Member	3	millions of yen	54	54	–	–	–

Notes:

1. The above includes one Member of the Board (who is an Independent Director) and one Audit & Supervisory Board Member who retired at the conclusion of the 58th Ordinary General Meeting of Shareholders held on June 23, 2023.
2. For restricted stock option compensation, the total amount of monetary compensation receivables that would be contributed in kind in exchange for the shares with transfer restrictions has been converted equally in accordance with the term of service from the day of the allotment of shares with transfer restrictions to the day of the lifting of transfer restrictions.The amount posted as expenses in FY2023 is shown. Furthermore, the restricted stock option compensation for Audit & Supervisory Board Members are those granted before they assumed their post. Because the amount of “restricted stock option compensation” is equalized in accordance with terms of service, the ratio of the constituent elements of the above compensation differs from the ratio of constituent elements of compensation shown under "b. Composition of compensation for directors" in "Policy for determining the amount of compensation for Members of the Board or the calculation method" below.
3. "Other" refers to contributions to the defined contribution pension plan and insurance premiums for casualty insurance.

Compensation amounts for each executive				Basic compen-sation	Performance-linked compensation		Other
Name	Official position	unit	Total compen-sation		Bonus	Restricted stock-based compen-sation	
Shingo Konomoto	Members of the Board	millions of yen	255	60	99	96	0
Yasuo Fukami	Members of the Board	millions of yen	109	31	34	43	0
Ken Ebato	Members of the Board	millions of yen	169	46	59	63	0
Hidenori Anzai	Members of the Board	millions of yen	162	43	54	63	0
Shuji Tateno	Members of the Board	millions of yen	156	40	54	59	0

Notes :

1. Limited to those whose total amount of consolidated compensation is JPY 100 million or more.
2. For restricted stock option compensation, the total amount of monetary compensation receivables that would be contributed in kind in exchange for the shares with transfer restrictions has been converted equally in accordance with the term of service from the day of the allotment of shares with transfer restrictions to the day of the lifting of transfer restrictions. The amount posted as expenses in FY2023 is shown. Because the amount of “restricted stock option compensation” is equalized in accordance with terms of service, the ratio of the constituent elements of the above compensation differs from the ratio of constituent elements of compensation shown under "b. Composition of compensation for directors" in "Policy for determining the amount of compensation for Members of the Board or the calculation method" below.

Corporate Governance - Data

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Policy on determining the amount of remuneration for directors or the method of its calculating

Our policy for determining compensation, etc. for Members of the Board is defined in the Basic Policy for Director Compensation, which was decided at the Board of Directors meeting held on March 10, 2023 based on reviews by the Compensation Committee. An overview of the policy is indicated below.
The Compensation Committee has confirmed that the individual compensation for each Member of the Board this fiscal year was correctly calculated based on the table of director positions and calculation method defined in the policy for determining the director compensation (Basic Policy for Director Compensation), and the Board of Directors has determined that the compensation meets the requirements of the policy via a decision at a Board of Directors meeting.

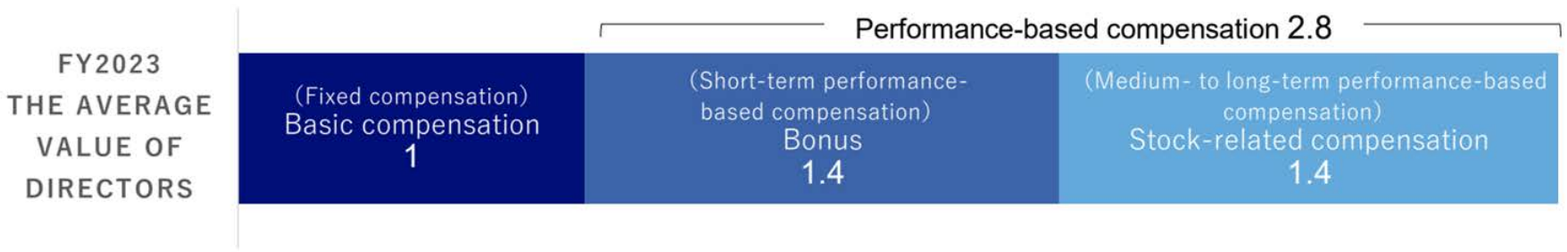
a. Director compensation policy

i. We will secure incentives that will motivate the achievement of mid- to long-term management goals in order to achieve a sustainable increase in corporate value with a highly performance-based compensation system.

ii. Meet the standards required for a leading company in the information service industry.

b. Composition of compensation for directors

Compensation for directors (excluding outside directors) is a system system based on job title, and consists of basic compensation, bonuses, and stock-related compensation (hereinafter referred to as "compensation elements"). Considering the role of supervision and advice for the management of the Group based on an objective standpoint, only basic compensation will be paid to outside directors.
We place focus on bonuses and share-based compensation to ensure that the compensation system is highly correlated to business performance. Because bonuses are now linked with the consolidated performance of the single fiscal year and share-based compensation is linked with the share price at the time that the compensation is granted, the compensation ratio [basic compensation:bonuses:share-based compensation] in FY2023 is about [1:1.4:1.4].



Notes
1. Calculated as the average value of directors (excluding outside directors, retired directors, and incumbent directors) for the FY2023.
2. Stock-related compensation uses the total amount of monetary compensation receivables that are invested in kind in exchange for restricted stock.

Corporate Governance - Data G01D

(Ⅰ) Basic compensation (Fixed compensation)

Salary based on the position and duties of each director during the term of office, which is paid as a fixed compensation for the performance of duties. The basic compensation for each Member of the Board is decided by the Board of Directors according to the results of the Compensation Committee inquiries, based on the policy for determining compensation, etc. for Members of the Board.

(Ⅱ) Bonus

Members of the Board bonuses are positioned as short-term incentive compensation for achieving medium- to long-term management goals. Operating profit and current profit (current profit attributable to owners of parent), which are the performance indicators that we place the most importance on, are linked to performance index increase/decrease rate to decide the rate of change in Member of the Board bonuses from the previous year. The specific calculation method is indicated below.
The bonuses for each Member of the Board are decided by the Board of Directors according to the results of the Compensation Committee inquiries.

$$\text{Amount of bonus payment for each director} = \text{Base year bonus } (\alpha) \times \left[1 + \underbrace{\text{Change rate of performance indicators } (\beta)}_{\leftarrow \text{ Varies from 0\% to 200\% } \rightarrow}\right] \times \text{Position points } (\gamma)$$

(α) Base year bonus

The amount of bonus paid by the president in the previous year.

(β) Change rate of performance indicators

The final change rate of performance indicators is decided by the Board of Directors according to the results of the Compensation Committee inquiries.
The values of performance indicators for this fiscal year used to calculate the change rate of performance indicators are as follows, and the performance index increase/decrease rate to decide the rate of change in Member of the Board bonuses for this fiscal year calculated using the evaluation weights for each performance index was +7.0%.

Performance indicator	FY2022	FY2023	YoY change	Evaluation Weight
Operating Profit	111.8 billion yen	120.4 billion yen	7.7%	75%
Profit attributable to owners of parent	76.3 billion yen	79.6 billion yen	4.4%	25%

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(γ) Position points

President&CEO set to 1.00, and other directors set points indicated in the table below based on each position.

	Chairman, Member of the Board	Vice Chairman, Member of the Board	Members of the Board	President & CEO, Members of the Board
Position points	0.70	0.35	0.35	1.00

	Senior Executive Vice President, Member of the Board	Senior Executive Managing Director, Member of the Board	Senior Corporate Managing Directors, Member of the Board
Position points	0.60	0.55	0.45

Note: There is no different in the number of points due to right of representation.

The maximum bonus paid for each position this fiscal year (200% of the bonus paid for each position last fiscal year) is as follows.

Position	Maximum bonus paid (10,000 yen)
Vice Chairman, Member of the Board	6,300
President & CEO, Members of the Board	18,000
Senior Executive Vice President, Member of the Board	10,800
Senior Executive Managing Director, Member of the Board	9,900

(lll) Stock-related compensation (Stock compensation with transfer restrictions)

There are the following two types of restricted stock compensation for directors, excluding outside directors, for the purpose of providing medium- to long-term incentives for the sustainable improvement of our corporate value and promoting value sharing with shareholders. Note that, based on the Stock Ownership Guidelines for Executive Officers, Members of the Board except for Outside Directors are expected to hold more than a certain number of shares of NRI's stock, in accordance with their respective positions.

Type	Transfer restriction period
Long-term incentive stock compensation	From the date of allocation until the retirement of officers of the Company or its subsidiaries
Medium-term incentive stock compensation	3 to 5 years from the date of allocation

The number of restricted shares allocated is a fixed number based on the position of each director, and is determined by a decision made by the Board of Directors.
Share-based director compensation also considers the progress of sustainability related initiatives at NRI. In specific terms, this means that if actions to achieve the targets of sustainability assessment indices including reduction of greenhouse gas emissions and expansion of human capital are deemed to have progressed insufficiently in the previous business year, the Board of Directors can decide to decrease the number of shares granted to each director position based on assessment and debate by the Board of Directors.

c. Clawback system, etc.

We have adopted a system (clawback system) that enables us to request bonuses to be repaid in full or in part if the values in the financial report that was used to calculate the bonuses paid over the past three years are revised. The restricted stock allocation contract contains a provision (malus provision) that enables all stock granted by the company to be reclaimed free-of-charge if the recipients of restricted stock in the restricted stock compensation plan have violated the law or the company rules, etc. or deemed to have done so by the Board of Directors.

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d. Decision process for Member of the Board compensation, etc.

In regard to Member of the Board compensation, the Compensation Committee, an advisory committee for the Board of Directors consisting of a majority of Independent Directors, conducts inquiries on matters such as the system, level, determination policy and procedure for compensation and individual compensation, and the Board of Directors makes decisions on the policy for determining Member of the Board compensation and individual compensation based on the results of those inquiries.

At the Board of Directors meeting held on March 8, 2024, a decision was made to revise the policy for determining the director compensation (Basic Policy for Director Compensation) from FY2024, in order to make the system more highly correlate the management responsibilities of directors (management targets) with management results (director compensation).

(Revision) Performance indicators applied to the calculation of bonuses have been revised as follows.

Before revision (prior to FY2023)

Performance indicator	Reference value	Evaluation Weight
Operating Profit	Result of previous fiscal year	75%
Profit attributable to owners of parent	Result of previous fiscal year	25%

After revision (from FY2024)

Performance indicator	Reference value	Evaluation Weight
Operating Profit	Result of previous fiscal year	75%
Profit attributable to owners of parent	Result of previous fiscal year	15%
ROE	Target value	10%

Stakeholder Contribution in Compensation Decision Process

A revision to the policy for determining Member of the Board compensation was debated on and decided at the 57th Ordinary General Meeting of Shareholders held on June 17, 2022. (With 98.94% in favor)

CEO to employees pay ratio	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Compensation of the President & CEO	millions of yen	149	178	201	201	255
Ratio of compensation	ratio	9.4	14.5	16.3	16.2	20.1

▶Executive stock ownership requirements

Guidelines of Executive stock ownership

Based on the Stock Ownership Guidelines for Executive Officers, Members of the Board (Excluding outside directors. The same applies hereinafter.) are expected to hold more than a certain number of NRI shares, in accordance with their respective positions. More specifically, it is stipulated that they must hold at least three times the number of shares with restriction on transfer granted in a single year.

In FY2023, shares with restriction on transfer equivalent to approximately 1.5 times the basic remuneration (based on the fair value of the NRI shares at the time of granting) were granted to each Member of the Board, which equates to each Member of the Board having shares equivalent to approximately 4.6 times the basic remuneration, when based on the fair value of the shares.

As of the end of March 2024, President & CEO Shingo Konomoto has NRI shares equivalent to approximately 19 times the basic remuneration (based on the fair value of NRI shares on the same day) and Members of the Board (excluding external Members of the Board) have average NRI shares equivalent to 15 times the basic remuneration.

Risk Management - Management Approach

G02M

NRI's approach to material issues

The NRI Group defines the possibility of detriment to the Group’s capital due to an unforeseen circumstance that occurs in business operations, or something that prevents the preservation or improvement of enterprise value due to a phenomenon that hinders business operations as business operational risk.
These risks conform to the ERM framework (COSO Enterprise Risk Management-Integrated Framework) developed by the USA’s COSO (The Committee of Sponsoring Organizations of the Treadway Commission), divided categories of management strategy risk, business continuity risk, compliance risk, information security risk, systems impairment risk, project management risk, external outsourcing / procurement risk, subsidiaries / affiliate company risk, business resource risk, information disclosure risk, and reputational risk, and are subject to integrated management.
In recent years, we recognize that the response to risks of social issues such as climate change or human rights will have a major impact on the sustainable growth of the company over the medium to long term.
The NRI Group also responds to these sustainability risks within the integrated risk management framework.
The NRI Group has appointed a Risk Management Director and established a Risk Management Supervisory Bureau in order to establish an internal controls system and aim for continual improvement.
Furthermore, at the direction of the President & CEO, the Integrated Risk Management Committee has been established and conducts appropriate inspections of the status of the entire company’s internal controls.
The Integrated Risk Management Committee reports several times a year to the Board of Directors.
Supervisory bureaus have been established for each of the main risks that accompany business activities, and when necessary, deliberations take place at specialist meetings, with the supervisory bureaus taking measures for appropriate responses in collaboration with business departments.

Priority activities / Medium- to long-term targets

NRI annually inspects and assesses risk for the entire company, based on results from a company-wide monitoring of compliance with regulations as well as from internal audits, after which management sets priority themes to be tackled.
We strive to reinforce our business continuity plan (BCP) and disaster recovery (DR) measures by regularly monitoring risk countermeasures required for business continuity, targeting significant business and service lines.

[Priority themes for FY2023]
(1) Continue proper management quality risks
(2) Further strengthen the management of project risks
(3) Improve the management preparedness of information security
(4) Establish internal control system for the NRI Group
(5) Create comfortable working environment
(6) Improve the quality of our labor environment that adapts to diverse workstyles

Risk Management - Management Approach

G02M

Progress / Achievements / Challenges

The priority themes of the Integrated Risk Management Committee for FY2022 and the actions/results for each theme in FY2023 are as follows.

(1) Continue proper management quality risks
Strive to improve our response capability via system trouble training, prevent initial failure and refresh knowledge on basic operations via meetings for eliminating system trouble, and improve the sharing of information on system trouble between our organizations, including at our group companies.

(2) Further strengthen the management of project risks.
Investigate, rectify, and enhance the security settings of public cloud services to prepare against threats such as cyberattacks and unauthorized access, and investigate and promote security risk countermeasures in the use of AI.

(3) Improve the management preparedness of information security
The number of projects remains at a high level, and we will continue to maintain project management and assessments of the management system at group companies.

(4) Establish internal control system for the NRI Group
We have adopted procedures defining requirements for group companies and the concept of parent company involvement and support at group companies. We will continue monitoring the situation of maintenance and operation.

(5) Appropriate preparations for fulfilling our business continuity responsibility
Maintain business continuity measures for natural disasters such as large-scale earthquakes, make preparations via efforts such as CP reviews, and continuously investigate how we can respond to newly identified risks.

(6) Providing an environment that makes it easy-to-work
Maintain systems for responding to diverse workstyles, including childcare and nursing systems. Aim to improve quality by establishing operation, ensuring compliance at Group companies, and handling communication problems.

Link File

Basic policy for building an internal control system (In Japanese only)
https://www.nri.com/jp/company/internal

Risk Management - Data G02D

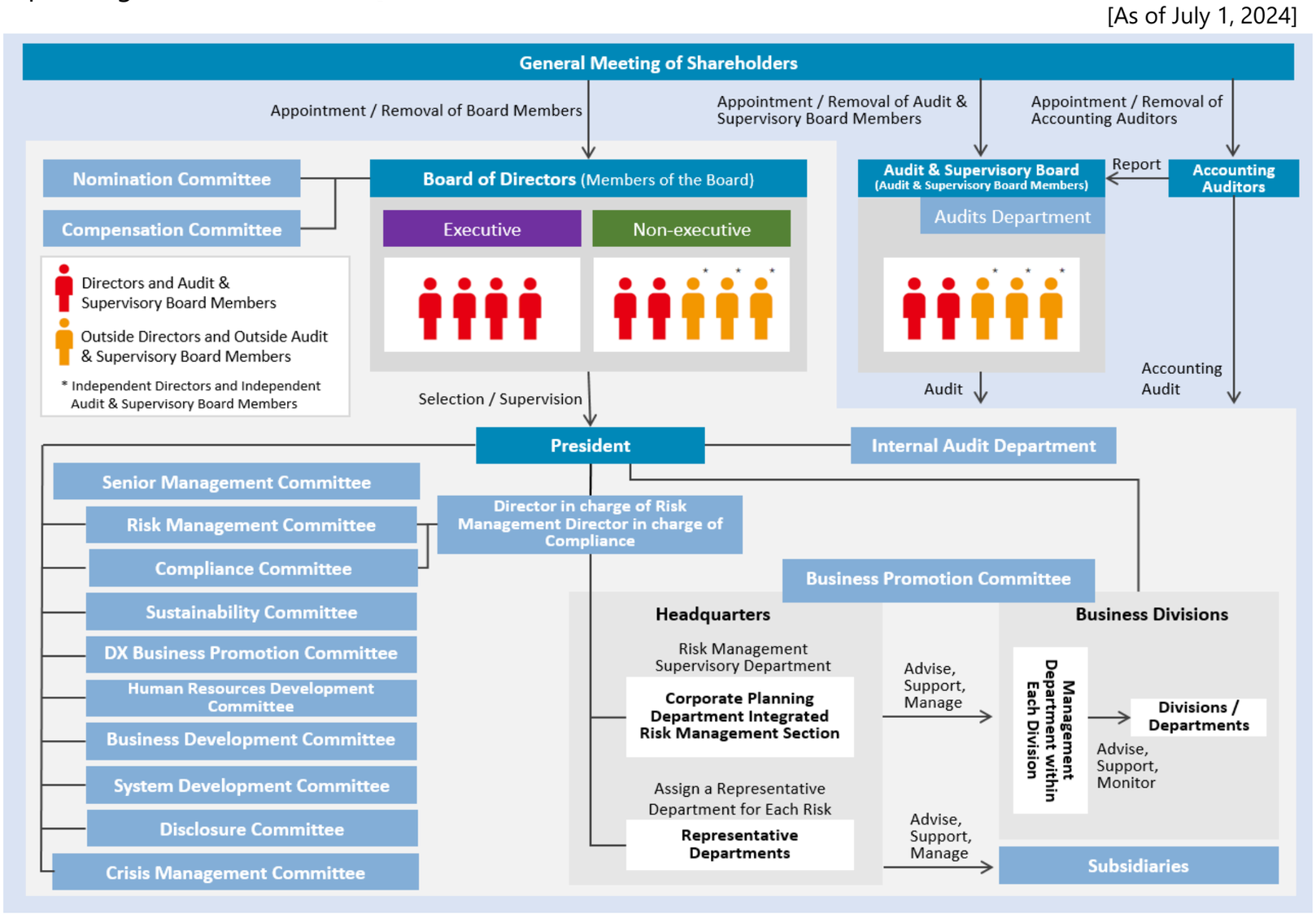
▶Risk management system

Risk management system

NRI has established a basic policy for building an internal control system, while appointing a director in charge of risk management and setting up a department for supervising risk management.
Furthermore, the Integrated Risk Management Committee has been established and conducts appropriate inspections of the status of the entire company's internal controls.
With regard to the main risks associated with business activities, we have established departments in charge of each risk, deliberate as necessary at expert meetings, and take appropriate measures in cooperation with the departments in charge.
An internal audit department (20 employees) under the direct control of the president audits the effectiveness of the risk management system, the compliance system, and the system for streamlining the efficiency of directors' execution of duties.
The audit results are reported to the president and other directors, and when corrections or improvements are needed, the Risk Management Division, the representative department, and the business divisions work together to make improvements.
In addition, the internal audit department cooperates with the accounting auditor to regularly exchange opinions on the implementation plans and results of internal audits.

[Corporate governance structure]

[As of July 1, 2024]



Officer in charge

Responsibility for risk management
Hidenori Anzai
Senior Executive Managing Director in charge of Supervising of Corporate Administration*,
Member of the Board, Representative Director
* Including risk management and compliance.

Responsibility for monitoring and auditing risk management performance
Norihiro Suzuki
General Manager of the Internal Audit Department

Responsible committee

Integrated Risk Management Committee

Risk Management - Data

G02D

Independence of risk management function and involvement of the Board of Directors

In order to achieve overall optimization of risk management, a resolution of the board of directors established rules for risk management for the entire NRI Group, and has appointed a director in charge of risk management and setting up a department for supervising risk management.
In addition, an Integrated Risk Management Committee has been established in order to deliberate on important matters related to risk management in the NRI Group based on the instructions of the President & CEO.
Furthermore, we regulary provide trainings about the risk management including the industry specific risks to directors.

▶Risk identification and management

Risk assessment measures

The NRI Group has established, based on the instructions of the President & CEO, an Integrated Risk Management Committee to dliberate important matters related to risk management.
The Integrated Risk Management Committee monitors the major risks at the NRI Group, and after comprehensive analysis, classifies them as either medium to long-term risks or short-term risks.
The risks are then managed by comprehensively taking into account the importance of each risk and setting priority risk theme every year.

We follow the process below once a year to identify the risks that may have a critical impact on the NRI Group, and report on the assessment and review of these measures at Board of Directors meetings several times a year.

<Process for identifying particulary critical risks>
1: Comprehensively identify risks as seen from both inside and outside the company
2: Analyze and map these risks according to their level of impact (three level scale) and likelihood (three level scale)

Magnitude	
Small	：Insignificant impact
Medium	：Impact causing management problem
Large	：Impact causing critical management problem

likelihood	
Small	：Occurs about once every 30 years
Medium	：Occurs about every few years
Large	：Occurs about once a year

3: The Risk Management Supervisory Bureau selects risks with a high likelihood and high impact, which are debated as particularly critical risks* at Integrated Risk Management Committee meetings, and decisions made are then reported to the Board of Directors
4: The risk supervision department formulates a plan for responding to the critical risks
5: The risk supervision department implements countermeasures for critical risks and evaluates and monitors their status

* Please refer the following Identified particular critical risks in page 45-47.

1. Reviewing risks

From FY2024, the NRI Group conducts semi-annual reviews of the risks that we face, including critical risks, and monitors the status of addressing those risks.

2. Risk items subject to risk management

Strategy risk
Business continuity risk
Compliance risk
Information security risk
Systems impairment risk
Project management risk
External outsourcing / procurement risk
Subsidiaries / affiliate company risk
Business resource risk
　Human : Unsatisfactory labor management, human rights violations, etc.
　Physical : Unsatisfactory management of noncurrent assets and intellectual property, etc.
　Financial : Unsatisfactory management of fund management and payment work, etc.
Information disclosure risk
Reputational risk

Risk Management - Data

G02D

3. Risk management structure

The NRI Group has established the following stratified risk management system based on a three-line model, so that all officers and employees can actively work on risk management.

■As the first line of defense, the risk supervision department controls risk as the risk owner.
<Major roles>
Responsible for complying with the risk management framework, to not only comply with internal rules but also appropriately manage risks according to a code of conduct. Also builds a system for identifying/managing risks while appropriately using information provided by the second line of defense.

■As the second line of defense, the Integrated Risk Management Committee monitors the status of risk management.
<Major roles>
Formulates a framework for appropriately managing risks, supports the risk management activities of the first line of defense (risk supervision department), checks compliance with the law in the basic policy on internal control, and reports to the members of the board and upper management. Also evaluates the risk management stance formulated by the first line of defense from an independent perspective.

■As the third line of defense, the Internal Audit Department evaluates the appropriateness and effect of risk management.
<Major roles>
From an independent perspective, verifies and evaluates the effectiveness of and provides advice on improvements for the first line of defense (that executes appropriate risk management according to a code of conduct) and the second line of defense (that supports the risk management activities of the first line of defense and performs monitoring).

4. The NRI Group's risk appetite

In order to properly make strategic decisions and ensure the smooth operation of its business, the NRI Group has established a risk appetite for each risk that may arise in the course of business, based on the NRI Group's strategy, the "NRI Group Principles of Corporate Behavior," stakeholder expectations, and the likelihood of the risk occurring and its potential impact on the business (degree of influence). Specifically, we categorize risks to our business as either (1) Accept some risks to promote business, (2) Proactively reduce risks, or (3) No risk allowed. Final decisions on this risk appetite are made by representative directors.
The NRI Group's risk appetite is as follows.

Risk Classifications	Risk appetite
1. Strategy	(1) Accept some risks to promote business
2. Business continuity	(2) Proactively reduce risks
3. Compliance	(3) No risk allowed
4. Information security	(3) No risk allowed
5. Systems impairment	(2) Proactively reduce risks
6. Project management	(2) Proactively reduce risks
7. External outsourcing / procurement	(2) Proactively reduce risks
8. Subsidiaries / affiliate company	(2) Proactively reduce risks
9. Business resource	(2) Proactively reduce risks
10. Information disclosure	(2) Proactively reduce risks
11. Reputation	(2) Proactively reduce risks

5. Risk management audit

Once a year, we regularly receive an external audit on our risk management system, risk identification process, risk management plan, and implementation method.

Link File

Internal Controls, Corporate Ethics and Compliance
https://ir.nri.com/en/ir/library/report/main/014/teaserItems1/01/link/ar2023_e_print.pdf#page=124

Risk Management - Data

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Particularly critical risks

Particularly critical risks

The NRI Group strives to appropriately manage risks in order to maintain and expand our corporate value. Of the critical risks identified by the NRI Group, the following risks are deemed to have a particularly large impact on the corporate value of the NRI Group, from the perspective of economic loss, business continuity, and reputation.
The impact and likelihood of risks occurring refers to those of unique risks (without risk reduction measures implemented).

Particularly critical risks 1

Quality risks

Magnitude	Large
Likelihood	Medium
Risk Awareness	The information systems that we develop are often important infrastructure for the work of our clients, and we believe stable operation after development is complete to be of vital importance. We consider systems for the financial service industry to be particularly important, as they may affect not only our clients but trust in the financial market itself.
Risk reduction measures	The NRI Group focuses on improving operation quality, and we continuously strive to maintain and improve the quality of our system management solutions based on an IT service management system complying with ISO20000 and an information security management system complying with ISO27001. With systems for the financial service industry, we conduct focused inspections on the status of management and perform maintenance if a problem happens to occur. Data centers are essential infrastructure for the economy and society, and we are acutely aware of its importance. We work on making our system for data center administration more secure, and periodically evaluate and verify that system. In regard to outsourcing such as our BPO (business process outsourcing) service where we take on contracts for the work processes of our clients, we recognize the operation risks of entry and sending mistakes, and promote the establishment of more robust management systems.
Impact of Occurrence	If we are unable to achieve stable operation at the level agreed to with our customers due to human error such as operation procedures not being followed, failure of devices or equipment, or infrastructure problems such as power failure, this may impact the business performance of the NRI Group and lead to loss of confidence in the NRI Group.

Risk Management - Data G02D

Particularly critical risks 2

Information security risks

Magnitude	Large
Likelihood	Medium
Risk Awareness	The Internet is now established as infrastructure, and our society can distribute all types of information instantaneously. Although such technological developments have expanded our horizon and improved convenience, they have also increased the risk of information leaks via unauthorized external access such as cyberattacks, and led to calls from society for stricter information security management. The information service industry in particular has many opportunities for handling the confidential information of clients, and thus requires more advanced information security management and comprehensive employee training.
Risk reduction measures	In regard to the management of personal information including individual numbers, we are Privacy Mark certified (certification for management systems that protect personal information). We have also acquired certification for the information security management systems of some of our other businesses, where we appropriately manage confidential information. In order to constantly maintain an advanced level of security, we have a system for managing building entry and exit, ensure security management for our computers, and provide training regarding the protection of personal information. At data centers where the core systems of our clients operate, we adopt a strict entry/exit management system that requires any baggage to be scanned by X-ray equipment. As the number of overseas subsidiaries increases due to the globalization of our business activities, we strive to enhance the control of the entire NRI Group by conducting checks and assessments on regulations regarding information security.
Impact of Occurrence	Information leaks may impact the business performance of the NRI Group due to claims for damages from clients and loss of confidence in the NRI Group.

Particularly critical risks 3

Project-related risks

Magnitude	Medium
Likelihood	Medium
Risk Awareness	The development of information systems is generally conducted under a service contract, and we are responsible for delivering a completed information system by a deadline. However, the deadline may be delayed due to more advanced or complicated client requirements or changes to the requirements leading to work hours that exceed initial estimates. In some cases, unexpected work may be required after handover to complete the contract, such as work for improving functionality. With long-term projects that span over several years, it is more likely that the requirements will adapt due to environmental changes or technological changes. Because information systems are important social infrastructure, we believe that quality management and risk management are important from the development stage, in order to ensure stable operation after development is complete. We consider systems for the financial service industry to be particularly important, as they may affect not only our clients but trust in the financial market itself.
Risk reduction measures	The NRI Group strives to improve the management ability of project managers via education and training, and maintains a system for appropriately reviewing estimates before orders are placed and managing projects after orders are placed, including a quality management system that complies with ISO9001. For projects above a certain size, we adopt a dedicated review system including a Systems Development Committee, which conducts thorough progress reviews on everything from project planning to stable operation. With systems for the financial service industry, we conduct focused inspections and improvements on the system development process.
Impact of Occurrence	Increased work hours and additional costs due to performance improvements required after delivery may adversely affect our bottom line. If delivery delays or system trouble hinders customer work, we may face claims for damages or loss of confidence in the NRI Group.

Risk Management - Data G02D

Particularly critical risks 4

Business continuity risks

Magnitude	Large
Likelihood	Medium
Risk Awareness	Due to the globalization and networking of our business activities, the scope of possible damage that might occur due to a disaster or other system trouble has greatly increased, we need to strengthen our crisis management system accordingly.
Risk reduction measures	The NRI Group has formulated a contingency plan detailing an initial response system and action guidelines to follow if an event or incident that affects our business or work should occur, such as the spread of infectious disease like COVID-19, a natural disaster like a large earthquake, typhoon, or flooding, or other large scale disaster or problem. We also maintain and improve a crisis management system, which involves implementing preliminary measures and training, as well as maintaining infrastructure required for business continuity and building a system to enable business to continue smoothly. The main offices occupied by the NRI Group have advanced disaster prevention functions for business continuity, and our Headquarters, Yokohama Center, and Osaka Center in particular have the very highest level of disaster prevention functions in Japan. NRI Group data centers maintain the highest level of security measures and disaster prevention measures in Japan, including earthquake countermeasures. We also implement measures to maintain resilience in the event of a wide-area disaster, such as the mutual backup and distributed functionality of our data centers in the Kanto and Kansai regions. We are further improving our system for backing up our own information assets at data centers, and for information assets received from our clients, we promote measures based on standards agreed with the clients in advance.
Impact of Occurrence	If our business is interrupted due to exceptional circumstances or situations out of the control of one company, we may become unable to provide services at the level agreed to with our customers, and this could affect the business performance of the NRI Group.

▶Response to risk

Integrated risk management structure

NRI divides risk into three categories: 1) Company-wide risks; 2) Business activity risks; and 3) Disaster or accidentrelated risks.
We have developed a risk management structure for each type of risk, working closely together as an organization to conduct integrated risk management.
Periodically we perform assessments of this risk management structure, making improvements when necessary.
We have instituted business continuity and disaster recovery plans especially for those businesses and services which may have a significant impact on society.

Response plans for large-scale disasters, accidents and incidents, and epidemics

In the event of a disaster or accident, we will ensure the safety of group employees, protect important information systems and information assets of our customers, and strive to continue operations.
In preparation for large-scale natural disasters, infectious diseases and contingencies of the NRI Group, the risk management department and related risk departments work together to consider preventive measures as necessary.
Their work also includes examining preventive action plans.
On the intranet, we post an emergency action guideline and a contact system to ensure thorough internal awareness. In addition, we carry out drills every year for quick response by utilizing the "Emergency Safety Confirmation System" that allows us to confirm the safety and attendance status in case of a disaster by e-mail or telephone.
In order to ensure that work can continue in the event of a large-scale natural disaster where it is not possible to go to the office or a pandemic where work at the office is decreased, we have built a crisis handling system compatible with working from home and are continuously reviewing our business continuity plan.

Risk Management - Data

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Crisis management

We have created an "emergency response plan" that summarizes the basic response system and procedures for emergency situations. In the event of a natural disaster such as a large-scale earthquake, the spread of infectious diseases, large-scale system failure, information security failure, etc., we will establish a company-wide crisis management system at an early stage and consider measures in cooperation with our customers. For large-scale system failures and information security failures, we will implement measures such as failure recovery, investigation of causes, disclosure of information, and consideration of recurrence prevention measures, while taking into account the status of the failure.

Emerging risks

Emerging Risks 1

Human rights risks of providing solutions using AI

Content of risk	At NRI, we utilize our knowledge and expertise regarding AI to assist the adoption of AI in various aspects of consulting, system development, and system operation, via a dedicated organization that considers how AI can be utilized and selects the optimal AI system to adopt. Our clients include financial institutions and distribution companies, who we help utilize AI to make call center work more efficient and automate stores in order to solve social issues and make work more efficient. In addition to such use of AI, the development of AI technologies has been accelerating, such as with the emergence of generative AI. This has given rise to new risks entailing the use of AI, such as content right violations and the generation of false output, in addition to existing risks such as discrimination and social exclusion due to discriminatory prediction and decision-making.
Business impact	Advances in AI technology will increase the demand for building business strategic systems which will possibly increase our sales. On the other hand,these advances in AI technology and related strategic systems demand will cause social issues related personal information protection, right to privacy, discrimination, social exclusion, etc. which may damage our reputation and reduce our sales.
Measures	The NRI Group recognizes our obligations regarding promotion on the research, development, and use of AI and believes it important that AI is appropriately adopted and utilized in its business activities. In FY2023, we formulated the NRI Group AI Policy to promote the research, development, and use of AI while addressing the new risks of generative AI and the existing risks of conventional AI. We conduct training to teach all directors and employees about the risks of AI, deploy a check list for confirming that the design and development of AI is not contrary to AI ethics, and encourage everyone to be aware of AI ethics in their actual work. For AI projects identified as high risk, an AI Risk Deliberation Committee is convened with relevant internal departments and experts to deliberate on ethical, legal, and security issues, including human rights, and to consider points to note and strengthen to minimize risk.

Link File
NRI Group AI Policy https://www.nri.com/en/sustainability/social/policies#AI_Ethics_Guidelines

Risk Management - Data G02D

Emerging Risks 2

Hybrid warfare risk

Content of risk	AI technologies are already being used in international conflicts and disputes, as exemplified by the cyberattacks, information manipulation, and drone attacks seen in the Russia–Ukraine war and Israel–Gaza war. This risk is not contained to Europe, which is far away from Japan. Increased tensions in East Asia involving China and North Korea have led to calls for increased cyber resilience in Japan, due to the high geopolitical risk that the country faces. In Japan, there has been much progress in the digitalization of civilian technology, but national security and the digitalization of national infrastructure has been lagging behind. This means that vulnerabilities (security weak points) of important infrastructure in Japan and related supply chain (business partner) systems are at risk of being targeted. And this could become a new business risk for our company, which is responsible for Japan's core systems such as individual Number related systems.
Business impact	NRI is in charge of IT systems that support critical government and industry infrastructure, including the core systems of companies and data centers, and individual number related systems of the Japanese government, which has become important infrastructure for society. As a company involved in system development regarding important information assets, we have a graver responsibility than ever before, and are required to maintain secure systems that take the latest trends into account. Even a single cyberattack targeting the core systems of our client companies or the Japanese government could cause immeasurable impact and become a major business risk for our company, as we are in charge of system development.
Measures	NRI has appointed a Chief Information Security Officer and appoints personnel in charge of and responsible for information security in all business divisions and group companies, which enable rapid and accurate responses to emergencies, such as information security failures and cyber-attacks. The NRI Group also includes NRI Secure, a company that focuses on security, which provides one of the few security monitoring services in Japan. We have a regional headquarters in California, which is known for cybersecurity technologies, and have established a system that enables us to keep track of cutting-edge security technologies. NRI Secure, together with other companies with a wide range of knowledge in the field of cybersecurity, established a membership organization called the Cyber Security Initiative for Japan, in order to support countermeasures for the cybersecurity risks faced by companies in Japan. This initiative helps improve the security and service level of member companies together with relevant government authorities, via the formulation of frameworks for evaluating security measures and for cultivating advanced human resources working on cyber security.

Link Files	
NRI Secure Technologies, Ltd.	https://www.nri-secure.com/
LAC, NRI SecureTechnologies, and GSX jointly establish the "Cyber Security Initiative for Japan". (In Japanese only)	https://www.nri.com/-/media/Corporate/jp/Files/PDF/news/newsrelease/cc/2022/220412_1.pdf
CYBER SECURITY INITIATIVE JAPAN (In Japanese only)	https://www.csi-japan.org/

Risk Management - Data

G02D

Risk culture

Training and awareness on risk management

In order to increase risk sensitivity throughout the NRI Group and establish it as part of our culture, we provide various types of education and training for each level of employees.
Every year, we conduct e-learning for all officers and employees on the basic concept of risk management and various risks such as information security, and we also conduct awareness-raising through compliance awareness surveys.

Evaluation and financial incentives

An oversight department is established for each of the risks associated with business activities, and the results of risk management are directly reflected in the performance evaluations of the heads of the oversight departments. Other risks*1 may be reflected in the evaluation for the head of a department, depending on whether they are responsible for the risk.
Furthermore, in regard to human rights and labor risks*2 for employees supervised by those in management positions, the same is directly reflected in performance evaluations as the results of managerial risk management.
In addition, quality control and information security, which NRI considers to be particularly critical risks, are comprehensively evaluated from both a quantitative and qualitative perspective, along with the performance of each department. This evaluation is reflected in the bonuses awarded to department heads and employees of each department.

*1 Compliance risks, human rights and labor risks related to employees, etc.
*2 Health and safety, extended work periods, discrimination and harassment, etc.

Finding and reporting of potential risk by employees

When an employee of a NRI group found all risk including an incident on the law breaking and the information securities, it's required to report it to a risk supervision department based on a usual report line and also it's required that a risk supervision section concerned will report it to a risk management charge official.
We have established an external-service hotline (attorney's office) for the purpose of discovering and correcting any risks, including illegal activities.

Feedback process on potential risk

Ability to respond to risk is raised by a business promotion committee's by holding in twice for each of every quarter of the year developing a risk case promptly for all fields also sharing information during a section. Eleven business promotion committee meetings were held in FY2023.

Risk Management - Data

G02D

▶Risk countermeasures for utilizing AI

AI policy

In February 2024, the NRI Group formulated the NRI Group AI Policy. This policy revises the NRI Group AI Ethics Guidelines formulated in 2019.

■Background of policy
In 2019, the NRI Group studied and organized various topics brought about by the utilization of AI, and considering discussions with national governments and international organizations, it formulated the “NRI Group AI Ethics Guidelines” that same year. Since then, with the emergence of generative AI and other advances, the development of other AI technology has progressed rapidly. AI-related technology brings assorted benefits to people’s lives and social activities, but there are concerns about the adverse impact it may have on society. The NRI group recognizes that as a company involved in advancing research, development, and utilization of AI, it has responsibilities with respect to the handling of AI-related technology and believes that it is important to deploy and utilize AI in its business activities in a proper manner. Thus, NRI formulated "NRI Group AI Policy" to continue with research, development, and utilization of AI while responding to new risks, considering domestic and overseas trends etc. such as those discussed in the “Hiroshima AI Process” and the “Draft AI Guidelines for Business (Ministry or Internal Affairs and Communications / Ministry of Economy, Trade and Industry).”

■Framework of NRI Group AI Policy
The “NRI Group AI Policy” highlighted and added the elements of respect for human rights, accountability, legal compliance, protection of rights, and AI governance to respond not only to the fundamental risks of AI such as “information divulgence,” “bias and unfairness,” and “invasion of privacy,” but also to new risks such as “infringement of copyrights and other rights,” “fallibility and accuracy,” and “inappropriate content generation,” concerns that have been heightened with the introduction of generative AI.

All NRI Group officers and employees will observe the Policy when utilizing AI to contribute to a sustainable future. Further, the NRI Group will devise mechanisms to properly reflect the intentions and visions of the Policy in its business activities, and revise the Policy as needed based on what is discussed in dialogues with various stakeholders.

Applicable scope	
All directors, officers and employees of NRI Group	
Reference	
NRI Group AI Policy	https://www.nri.com/en/sustainability/social/policies#AI_Ethics_Guidelines

Responding to AI risks at the NRI Group

Because AI related technologies have the potential to provide various benefits to people’s lives and society but also entail negative impacts, the NRI recognizes the obligations regarding promotion of the research, development, and use of AI and believes it important that AI is appropriately adopted and utilized in its business activities.
That is why NRI has formulated NRI Group AI Policy for promoting the research, development, and use of AI while countering new risks, as indicated below. In order to further increase the effectiveness of this policy, we also build and operate AI governance processes and strive to use fair and wholesome AI.

NRI Group AI Policy
In order to address the new risks caused by the emergence of generative AI in addition to the fundamental risks of AI, we have formulated a basic policy comprised on the following six items:
1. Dialogue and co-creation with stakeholders, 2. Fairness and respect for human rights, 3. Transparency and accountability, 4. Information security and safety, 5. Compliance & regulations and protection of rights, and 6. AI governance and human resource development.

AI Risk Screening Committee
We have constructed a screening process for addressing AI risks, and screen all AI related projects. For AI projects deemed particularly risky, relevant internal departments and experts attend an AI Risk Screening Committee meeting, where they deliberate the ethical, legal, and security aspects of the project and decide whether the project should go ahead.

Bodies/committees responsible for AI
AI Risk Screening Committee
Committee Chair
Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director

Compliance - Management Approach

G03M

NRI's approach to material issues

With the expansion of the global economy, societal demands for companies to engage in fair and transparent business activities are becoming more and more relentless.
In particular, laws and regulations are being strengthened worldwide for issues that transcend borders and have a large social impact, such as anti-corruption, unfair competition, and tax compliance.
The NRI Group aims to expand its global-related business in its "NRI Group Vision 2030" long-term management vision, and will strengthen its global compliance system, prioritizing thorough compliance with laws and regulations above all else.
Furthermore, we recognize that it is the premise of sustainable business activities to not only comply with laws and regulations, but also act in accordance with international social norms.

Priority activities / Medium- to long-term targets

NRI respects and practices the spirit of the Charter of Corporate Behavior as a member of the Keidanren (Japan Business Federation).
The NRI Group has established the "NRI Group’s Code of Business Principles" and the "NRI Group Employees’ Code of Business Conduct" as standards for all directors and employees to comply with.
Furthermore we established "NRI Group Policy on Human Rights," "NRI Group AI Policy," "NRI Group Anti-Bribery Policy," "NRI Group Competition Law Compliance Policy," and "NRI Group Global Tax Policy" to strengthen global compliance.

Compliance - Data G03D

▶Compliance policy

Compliance policy

The NRI Group is sincere in its observation of ethics and laws and regulations, and strives to ensure thorough compliance. we have also formulated a policy on the prohibition of bribery and compliance with antitrust laws.
The "NRI Group Employees' Code of Business Conduct," which was established to realize the "Corporate Philosophy" and the "NRI Group's Code of Business Principles," establish that "employees shall not have any relationship whatsoever with antisocial forces, such as violent organizations, nor with any individual or groups engaging in criminal activity."
Furthermore, by establishing a mechanism for the proper processing of reports concerning organizational or personal violation of laws and regulations from persons engaged in the NRI Group's business (including not only company employees, but also employees of partner companies), we will aim for prompt detection and rectification of such misconduct, thereby strengthening compliance management.
In addition, NRI Group has a policy on human rights, utilization of AI, anti-bribery, competition law compliance, and tax.

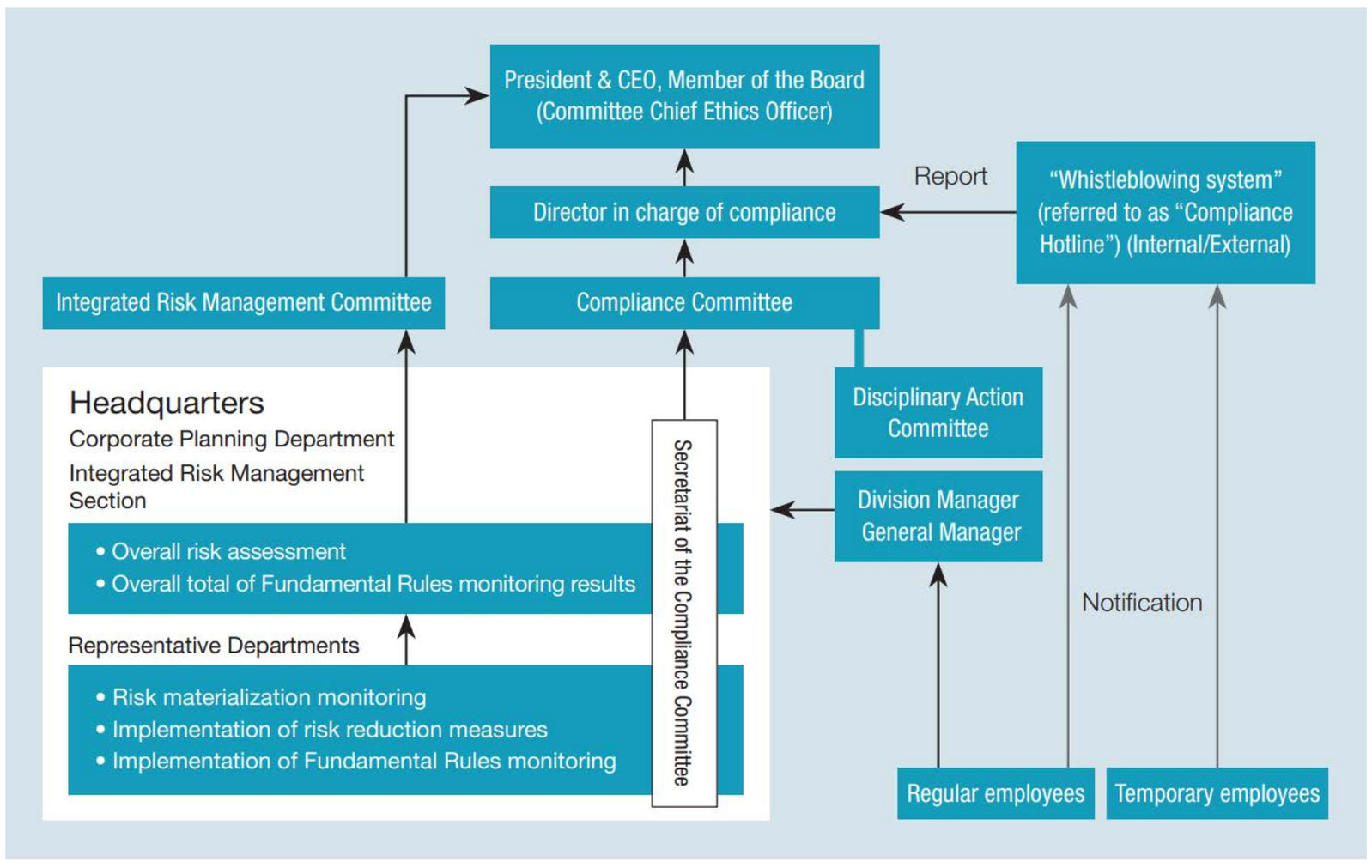
Applicable scope	
All directors, officers and employees of NRI Group	
References	
Corporate Philosophy	https://www.nri.com/en/company/c_philosophy
NRI Group's Code of Business Principles	https://www.nri.com/en/company/company_code
NRI Group Employees' Code of Business Conduct	https://www.nri.com/en/company/business_code
NRI Group approach to compliance	https://www.nri.com/en/sustainability/social/policies

▶Compliance system

Compliance system of the NRI Group

To secure effectiveness of management in observation of ethics and compliance, in addition to the Chief Ethics Officer and a Director in charge of Compliance being assigned and a Compliance Committee being established and operated, its settlement and improvement in its effectiveness has been targeted by continuously conducting training and enlightenment activities.
In addition, a basic policy has been established for anti-social forces, not to have any relations, including business transactions, with them,
with the representative department undertaking information gathering as well as management and response to prevent any transactions.

[Compliance system]



Compliance - Data

G03D

Officer in charge
・Chief Ethics Officer: Kaga Yanagisawa, President & CEO, Member of the Board, Representative Director ・Director in charge of Risk Management / Compliance: Masaaki Yamazaki, Senior Corporate Managing Director
Responsible committee
Compliance Committee
Compliance hotlines
We have set up a number of reporting desks, including an external reporting desk (attorney's office), to provide for anonymous reporting and consultation relating to violations of laws and regulations. In addition, protections for whistleblowers are in place, including the prohibition of disadvantageous treatment such as dismissal or termination of contract based on said whistleblowing. Measures are taken in the event of such reports, including those for prompt handling after investigating the facts, and also those preventing any recurrence of the situation.
Third-party audit of compliance system
As part of the creation of an internal control audit report, the compliance system is audited annually by an auditing firm.

▶Compliance situation

System of thorough compliance

Every year, management set important risks that should be prioritized the following year as "major themes" based on the results of company-wide monitoring of compliance with regulations and the results of internal audits, and the NRI Group is focusing on compliance with the rules.
The "major themes" are reflected in a booklet that is distributed to all employees of the NRI Group entitled "The NRI Group Rule Book: Fundamental Rules for Executive Officers and General Staff", which explains the nature of the rules and their legal basis, as well as providing examples.
The state of compliance with respect to the rules included in the booklet is regularly monitored, and if any issues are found, the head office organization and business divisions work together to make improvements.
In addition to training for each hierarchy level and position, we generally conduct compliance confirmation testing (in the e-learning format) on “The NRI Group Rule Book:Fundamental Rules for Executive Officers and General Staff” once every two years.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Completion Rate for Compliance Confirmation Testing	%	97.9	–	97.8	–	98.1
Coverage		b-		b-		b-
Collection Rate for Compliance Awareness Surveys	%	–	82.5	–	83.7	–
Coverage			b-		b-	

Note: Compliance confirmation testing was conducted in FY2023.

Compliance - Data

G03D

Violations of laws and internal regulations

The NRI Group has established contact points both inside and outside the company to receive internal reports and consultations (including anonymous reports) from group employees.
Incidents escalated from the compliance hotline and harassment hotline (both are included in “Total number of reports” in the table below) are investigated and handled by the manager in charge, who then summarizes the results. The summary is reported to the Board of Directors. In FY 2023, a total of 28 reports were received, two of which were compliance violations (violations of laws and internal regulations).

	FY2021	FY2022	FY2023
Total number of reports	**12**	**21**	**28**
Number of discriminations or harassments, etc.	10	19	22
Number of compliance violations	0	1	2
No violation	10	18	20
Number of violations on the protection of personal information, etc.	0	0	0
Number of compliance violations	0	0	0
No violation	0	0	0
Number of briberies, etc.	0	0	0
Number of compliance violations	0	0	0
No violation	0	0	0
Number of violations of the rules on conflicts of interest, etc.	0	0	0
Number of compliance violations	0	0	0
No violation	0	0	0
Number of insider tradings, etc.	0	0	0
Number of compliance violations	0	0	0
No violation	0	0	0
Others	2	2	6
Number of compliance violations	0	1	0
No violation	2	1	6

Suspected compliance violations (violations of laws and internal regulations) that arrive via other routes are also investigated, then corrective measures and other countermeasures are put into place as required. In any case of a violation of regulations or compliance including harassment of any kind, NRI takes disciplinary measures including pay cuts and/or suspension of employment based on rules established by each Group company. Depending on the case, the results are reflected in personnel assessment processes.

Compliance - Data G03D

▶Anti-corruption

Anti-bribery policy

In order to pursue business fairly and in compliance with the laws and social norms, NRI Group will comply with the Japanese Unfair Competition Prevention Law, the US Foreign Corrupt Practices Act, the UK Bribery Act 2010, the Chinese Criminal laws on anti-bribery, and other applicable anti-bribery laws and regulations (hereinafter collectively called "anti-bribery laws and regulations").
By preventing any acts of bribery and any acts that may be considered as bribery, NRI Group will maintain its reputation as a company that is trusted by the customers and the society.
NRI Group has established the following code of conduct “NRI Group Anti-Bribery Policy”, applicable to all directors, officers and employees of NRI Group.
NRI Group requires its agents and partners to comply with such standards.
In addition, through the "RULE BOOK: Cornerstone Rules of Executive Officers and Employees," distributed annual basis, NRI Group's global executives and employees are informed of the NRI Group Employees' Code of Business Conduct (eliminating inappropriate business, moderation in interactions, etc.) and individual rules (promoting appropriate interactions with public officials, preventing bribery, etc.).

Applicable scope	All directors, officers and employees of NRI Group, and business partners.
Reference	NRI Group Anti-Bribery Policy https://www.nri.com/en/sustainability/social/policies#zoushuu

Breaches of anti-corruption

No cases or disputes involving corruption or bribery were identified in FY2023.

▶Political contribution

Political contribution policy

In the NRI Group Employees' Code of Business Conduct stated that “Employees shall not give political contributions and election campaign support to politicians, candidates and political body directly through their corporate activities”.

Applicable scope	All directors, officers and employees of NRI Group
Reference	NRI Group Employees' Code of Business Conduct https://www.nri.com/en/company/business_code

Political contribution amount

NRI group does not make political contributions.

▶Fair competition

Fair competition policy

In order to pursue fair competition, NRI Group will comply with the Japanese Anti-Monopoly Law, the Subcontract Proceeds Law and other Japanese Laws, the US Antitrust Law, the EU Competition Law, the Chinese Anti-Monopoly Law and other applicable competition laws and regulations.
NRI Group has established the following code of conduct “NRI Group Competition Law Compliance Policy”, applicable to all directors, officers and employees of NRI Group.
NRI Group requires its agents and partners to comply with such standards.

Applicable scope	All directors, officers and employees of NRI Group and Business pertners
Reference	NRI Group Competition Law Compliance Policy https://www.nri.com/en/sustainability/social/policies#dokusen

Breaches of fair competition

Nothing applicable.

Compliance - Data G03D

Tax risk and compliance

Tax policy

The NRI Group's policy on taxation has been defined in the "NRI Group Global Tax Policy," and stipulates the basic policy, tax compliance, tax governance, tax risk control, tax planning, and relationship with tax authorities.
The NRI Group strives to achieve sustainable growth and enhance its medium to long-term corporate value while observing all applicable laws, regulations, social norms, and its own internal rules, and conducting its business in a fair and highly transparent manner.We are working to continuously enhance tax governance, such as establishing a tax system and developing transfer pricing policies in response to the expansion of our global business.
The NRI Group observes international tax rules and regulations as well as the tax laws of each country in which we operate, while considering the intended spirit of those laws and paying appropriate taxes in the appropriate jurisdictions where we operate based on the value which is created through our business activities.
This policy has been agreed upon by the Board of Directors and the officer in charge of finances at NRI (the CFO) is responsible for its execution.

Applicable scope	NRI Group
Reference	NRI Group Global Tax Policy https://www.nri.com/en/sustainability/social/policies#zeimu

Tax governance

The NRI Group is working to enhance tax governance in order to properly manage tax risks and costs in the entire group.
NRI's CFO is responsible for NRI Group tax governance.The results of tax audits are reported to the management and corporate auditors, and important matters are reported to the Board of Directors.
We have established and operate the "NRI Group Transfer Pricing Policy" regarding transactions between NRI Group companies.
The transaction price between NRI group companies is set according to the arm's length price in accordance with the OECD Transfer Pricing Guidelines and the relevant transfer pricing policy.

Taxes paid by region (FY2022)

Taxes paid by region	unit	Income tax accrued	Income tax paid	No. of employees
Japan	100 millions of yen	127	337	10,798
Rest of the world	100 millions of yen	3	31	6,596
Oseania	100 millions of yen	0	26	3,736
North America	100 millions of yen	0	1	869
Asia/Others	100 millions of yen	3	3	1,991
Total	100 millions of yen	130	369	17,394
	Coverage	a	a	a
Profit before tax by region				
Japan	100 millions of yen	1,078		
Rest of the world	100 millions of yen	27		
Oseania	100 millions of yen	50		
North America	100 millions of yen	-36		
Asia/Others	100 millions of yen	14		
Total	100 millions of yen	1,106		
	Coverage	a		
Revenue by region				
Japan	100 millions of yen	6,458		
Australia	100 millions of yen	678		
United states	100 millions of yen	395		
Others	100 millions of yen	358		
Total	100 millions of yen	7,891		
	Coverage	a		

Note: The above is based on per-country report items submitted to the tax authority in Japan, excluding income tax accrued, and is not directly related to the consolidated statement.

Compliance - Data

G03D

Name and business overview of major companies

Country/region	Name of major company	Business overview
Japan	Nomura Research Institute, Ltd. NRI Netcom, Ltd. NRI Data i Tech, Ltd. NRI Process Innovation, Ltd. NRI System Techno, Ltd. DSB Co., Ltd. DSB Information System Co., Ltd. NRI digital, Ltd. Nippon Securities Technology Co. Ltd.	◆Consulting services Providing government policy advice and strategic consulting, business consulting to support work reforms, and system consulting for all types of IT management ◆Financial IT solutions Providing system consulting, system development and system management solutions, and IT solutions and BPO services for shared online systems, mainly to clients in the financial industry, such as securities firms, insurance firms, and banking firms ◆Industrial IT solutions Providing IT solutions such as system consulting and system development and operation services to clients in the distribution industry, manufacturing industry, service industry, and public utilities ◆IT infrastructure solutions Providing services such as data center administration and IT infrastructure/network building, mainly via the financial IT solutions department and industrial IT solutions department Providing IT infrastructure solutions and information security services to clients in various industries
Oceania	NRI Australia Holdings Pty Ltd NRI Australia Limited Planit Test Management Solutions Pty Ltd SQA Holdco Pty Ltd Australian Investment Exchange Limited	
North America	Nomura Research Institute Holdings America, Inc. Core BTS, Inc. Cutter Associates, LLC	
Asia	Nomura Research Institute Asia Pacific Private Limited (Singapore) Nomura Research Institute (Beijing), Ltd. (China)	
Other	Nomura Research Institute Europe Limited	

Supply Chain Management - Management Approach

G04M

NRI's approach to material issues

The NRI Group believes that our business is based on collaboration with business partners (contractors, temporary staffing agencies, suppliers, etc.).
For that reason, the NRI Group’s basic policy is to build business relationships that comply with both the law and sound business practices,
to the benefit of both parties.
In order to maintain the services that it delivers that act as foundations for the society, it is essential that the NRI Group continues to have good relationships with business partners, and to grow together as partners. To that end the NRI Group:

- Shares our management policies with business partners.
- Provides information and opportunities for its business partners to grow together with the NRI Group.
- Provides rules and procedures to maintain an appropriate work environment and periodically monitoring.

In conducting business globally, there are now strong demands for a responsible supply chain, and we must work together with our business partners to address ESG issues such as environmental conservation, proper labor practices, and the respect for human rights, in addition to complying with the law, swiftly and appropriately responding to demands from society, and fulfilling our responsibilities regarding quality and information security.
Accordingly, the practice of ESG procurement has been clearly stated in the "NRI Group Procurement Policy," we formulated the NRI Group Business Partner Code of Conduct, and we have shared our policy of observing laws, regulations and social norms while simultaneously engaging in procurement activities that are considerate of the environment and human rights, etc., and working together with our business partners in contributing to the creation of a sustainable society.

Supply Chain Management - Management Approach

G04M

Priority activities / Medium- to long-term targets

In the NRI Group Procurement Policy, we declare our intent to contribute to building sustainable futures together with our business partners. In this policy, we aim to select partners via a comprehensive evaluation of their environmental, social, and governance efforts, in addition to factors such as business conditions, product and service quality, delivery, and cost. In regard to sustainable procurement, we require procurement that considers the environment and society in addition to compliance with laws and social norms.
We implement the following key actions as part of sustainable procurement.

General sustainability efforts at business partners (common efforts for all ESG)

Formulation, dissemination, and agreement to NRI Group Business Partner Code of Conduct

The NRI Group has formulated the NRI Group Business Partner Code of Conduct, which defines sustainability efforts at business partners, including those related to the environment, labor, and human rights, in addition to compliance with the law and social norms. This code of conduct was created according to our concept of achieving sustainability management and the RBA Code of Conduct formulated and published by the RBA (Responsible Business Alliance), and details efforts that we would like our business partners to make together with the NRI Group.
We have received written agreements on the code of conduct from our major business partners.

(Medium- to long-term target)

Because the dissemination of and improved rate of agreement to this code of conduct is important in terms of improving business partner engagement, they have been set in the materiality indices of the NRI Group, and numeric targets have been published for FY2025.

※Reference： Identifying a New Materiality for the NRI Group
https://www.nri.com/en/news/info/cc/lst/2023/0508_1

Identifying situation

We ask business partners to conduct self assessments to help identify how they are promoting these efforts. We also ask business partners to conduct external evaluations on sustainability and check the situation regarding the external certification that they have obtained.

Improvement assistance

Because the promotion of sustainability efforts at business partners sometimes requires NRI to provide assistance for making improvements, the NRI Group assists improvements based on the results in “Identifying situation” indicated above. (For information on specific efforts, see the “Progress / Achievements / Challenges” section later in this document.)

Individual points of debate

In addition to the above business partner related efforts regarding sustainability in general, we implement the following environment and labor/human rights efforts.

・Environment:

The NRI Group support environmental efforts at its business partners.

* P.103 ”Efforts to reduce Scope 3" for details.

・Labor and human rights:

We also promote efforts regarding labor and human rights at our business partners.
For information on specific efforts, see the “Progress / Achievements / Challenges” section below.

Supply Chain Management - Management Approach G04M

Progress / Achievements / Challenges

General sustainability efforts at business partners (common efforts for all ESG)

Formulation, dissemination, and agreement to NRI Group Business Partner Code of Conduct

We have received written agreements* from 537 business partners, which account for 80% of our procurement at group companies in Japan (or 70% of global procurement).

*These written agreements are equivalent to contracts between companies and also includes provisions for reducing or suspending transactions in cases where violations occur and improvements are not made despite requests from NRI.

Identifying situation

We asked 52 of our top business partners by procurement/order value to conduct a self assessment to confirm their compliance with the code of conduct. Upon conducting these assessments in FY2022 and FY2023, we confirmed that environment, labor/human rights, and supply chain improvements are progressing at our business partners.
We also check the external evaluations on sustainability conducted at our business partners. Together, these efforts enable us to understand the situation at our major business partners.

Improvement assistance

・Upon checking the situation at our business partners, we found that several companies (three in FY2023) required further investigation into the efforts being made. We exchanged opinions and provided improvement assistance. (This was for companies deemed to require further improvements and assistance according to certain standards defined by NRI.) All of those three companies have made improvements (Rate of improvements implemented 100%).
・Sustainability dialog
NRI conducts sustainability study sessions with business partners every year to address sustainability over the entire supply chain. At these sessions we share information and exchange opinions on sustainability trends in domestic and foreign companies, as well as on the status of the sustainability efforts of participating companies including NRI, aim to promote understanding on the importance of sustainability, and encourage the promotion of further efforts. (In these sessions, we discuss not only sustainability in general, but also items that will contribute to improvements at our business partners in regard to important themes such as the environment and labor and human rights.)
In January 2024, a record of 96 business partners participated in the dialog. We also held a panel session with two business partners, who shared their concerns and efforts made regarding the promotion of initiatives.
As we continue to promote sustainability across our entire supply chain, we will encourage active participation in our sustainability study sessions in order to continue dialog and improvement assistance with our business partners.

Individual points of debate

・Environment: P.103 ”Efforts to reduce Scope 3" for details.

・Labor and human rights:
The NRI Group Business Partner Code of Conduct defines items related to labor and human rights, and self-assessments are conducted to gain an understanding of the situation. Checks on the external evaluations and external certification of our business partners include items regarding labor and human rights.
In the improvement assistance indicated above, we spend a lot of time on labor and human rights, and encourage improvements focused on related efforts.
As part of our efforts for labor and human rights, we have established an internal reporting system that can also be used by our business partners, and continuously disseminate information regarding this system.

Supply Chain Management - Data G04D

▶Supply chain management policy

Policy to apply to suppliers

The NRI Group has, through its NRI Group Procurement Policy, made stipulations concerning partnership creation and fair selection with respect to business partners such as outside contractors and suppliers. Furthermore, we have established an item “Practice of Sustainable Procurement” in our procurement policy.
The implementation of sustainable procurement is defined in the NRI Group Business Partner Code of Conduct, which describes efforts for achieving a sustainable society across the entire supply chain.

Applicable scope

NRI Group Procurement Policy：All directors, officers and employees of NRI Group

NRI Group Business Partner Code of Conduct：Business partners (Contractors, temporary staffing agencies, suppliers, etc.)

Reference

NRI Group Procurement Policy	https://www.nri.com/en/company/partner
NRI Group Business Partner Code of Conduct	https://www.nri.com/en/company/partner_code

▶Supply chain situation

Supplier overview

The NRI Group has the following three main types of business partners.
(1) Contractors
(2) Temporary staffing agencies
(3) Suppliers (who we procure hardware, software, and cloud services, etc. from)

(1) Contractors accounts for the majority of our orders to business partners. An overview of the dispatched employees and procurements is described below.

		FY2019	FY2020	FY2021	FY2022	FY2023
Approx. no. of dispatched employees	Japan	7,500	7,000	8,000	8,000	9,000
(which are software development partners)	Overseas	5,000	5,000	6,000	6,000	6,500
Coverage		c	c	c	c	c

Procurement amount	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total outsourcing expenses	millions of yen	161,305	171,560	194,766	214,166	221,900
Breakdown by country / region China	millions of yen	28,514	30,460	36,730	37,436	46,735
Coverage		a	a	a	a	a

Supply Chain Management - Data

G04D

Critical supplier

We also sign “e-partnership” agreements with business partners that possess particularly sophisticated operational knowhow and IT capabilities. We work closely with these businesses on project management to ensure thoroughness in their information security management and to improve their levels of quality management, as well as to provide assistance with their human resources development.

As of March 31, 2024, we had seven e-partners in Japan and eight e-partners overseas.

In FY2008, we set up a system for certifying “extended e-partners” (“e-e partners”) in recognition of their ability to undertake enhancement service reforms for their company as a whole and not just for specific projects with us. As of March 31, 2024, we have 2 e-e partners in Japan.

In FY2022, we extended our e-partnership system and signed "f-partnership" agreements with outstanding business partners deemed essential to our solution business by our Partner Promotion Division from the perspective of each business division or the entire company. NRI will closely cooperate with these "f-partners" to systematically enhance human resources, technology, quality, and information security, and we will maintain a system that enables us to provide our customers with the highest quality services.

As of the end of March 2024, we have one f-partner in Japan and three f-partners overseas.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of e-partners	no. of companies	15	14	14	14	15
Japan	no. of companies	8	7	7	7	8
Overseas	no. of companies	7	7	7	7	7
Number of e-e partners	no. of companies	3	2	2	2	2
Japan	no. of companies	3	2	2	2	2
Number of f-partners	no. of companies				4	4
Japan	no. of companies				1	1
Overseas	no. of companies				3	3
	Coverage	c	c	c	c	c

Utilization of offshore development

Our offshore business partners account for around 40% of the total number of operations we outsource for developing systems.

The NRI Group is proceeding to diversify its outsourcing destinations.

We are promoting nearshore development[*1] in Japan and offshore[*2] development in Southeast Asia.

*1 Nearshore development: To outsource software development and system construction to a company or subsidiary in a remote area in Japan

*2 Offshoring: Outsourcing software development and systems development to companies and subsidiaries overseas

Supply Chain Management - Data

G04D

▶Sustainability risk evaluations in the supply chain

Method for evaluating sustainability risk in supply chain and efforts based on the evaluation results

■ Background and concept of risk identification

The NRI Group conducts the following

・Identifies materiality for the entire NRI Group as indicated in “Materiality”

・Identifies particularly critical risks and emerging risks, as indicated in “Risk Management - Management Approach” and “Risk Management - Data”

■ Sustainability risks in the supply chain

In order to address the above risks, the NRI Group implements the measures specified in “Priority activities / Medium- to long-term targets” in “Supply Chain Management - Management Approach” for major business partners, based on a risk-based approach that considers the amounts procured/ordered by the NRI Group, what is procured, and the country/region where the business partners are located.

For information on risk evaluation results and the status of implementing countermeasures, see the “Progress / Achievements / Challenges” section and the “Understanding the Situation” and “Assisting Improvements” sections.

▶Fair trade

Fair business relationship with business partners

The NRI Group defines dealings with business partners as indicated below in the NRI Group Employees' Code of Business Conduct rules which are upheld by all officers and employees.

1. We understand that we are at an equal level with our business partners, and must always respond sincerely and strive to build mutual understanding and relationships of trust.
2. When selecting business partners, we conduct an evaluation based on a comprehensive appraisal of product/service quality, turnaround, price, reliability, economic situation, and environmental/social/governance efforts, eliminate any arbitrariness, and select optimal business partners.
3. When dealing with business partners, we strive to understand the situation of the outsourced work, and encourage the business partners to comply with the law and social norms and act in consideration of the environment and society.
4. When dealing with business partners, we must understand and comply with the Subcontract Act, Employment Security Act, and Act on Securing the Proper Operation of Worker Dispatching Businesses and Protecting Dispatched Workers.

We define “moderation in interactions” in the following rules, which also apply to business partners.

1. We must not provide entertainment that deviates from social norms and could be misconstrued as bribery.
2. Gifts must generally not be given or received, except for low-cost items or those that are widely provided.

We also formulate, disclose, and comply with a Declaration on Building a Partnership when building new partnerships, as we promote cooperation and mutual prosperity with the business partners in our supply chain and business operators that create value.

Reference	
NRI Group Employees' Code of Business Conduct	https://www.nri.com/en/company/business_code

Supply Chain Management - Data

G04D

Voluntary inspection for appropriate subcontracted operations

The number of outsourced employees working with NRI has reached approximately 15,500, and around 40% are full-time at NRI's facilities. Appropriate measures in accordance with labor-related laws are required for outsourcing.
For work with subcontractor employees, we have formulated Subcontracting Guidelines to maintain proper contract work by striving to prevent spoofed contracts where subcontractor employees are directly instructed by NRI employees, and conduct annual voluntary inspections.

Voluntary inspection results	FY2019	FY2020	FY2021	FY2022	FY2023
Number of inspected projects*	1,206	1,186	1,195	1,420	1,401
Coverage	c	c	c	c	c

* The target of inspection is the number of persons in charge of execution from FY2019.

▶Information security of supply chain

Strengthening management of information security at our business partners

To ensure that our partner companies provide the same level of security as we do, NRI requires them to sign confidentiality agreements and memoranda on the handling of personal information. In addition, NRI requests that they comply with its Security Guidelines, and also conducts regular checks on these companies by performing assessments of all aspects of their management of security and privacy. The number of surveys varies because the target of the survey changes based on the results of the previous fiscal year and security management trends at contractors.
We also provide hands-on training in dealing with phishing emails for business partner employees who are stationed at NRI facilities on a full-time basis.

Assessments of business partners	FY2019	FY2020	FY2021	FY2022	FY2023
Number of assessed projects	95	780	700	492	670
Coverage	c	c	c	c	c

▶Supplier screening criteria

Supplier screening criteria

As stated in the NRI Group Procurement Policy, we provide business partners with opportunities for fair competition, and fairly and openly select business partners based on a comprehensive evaluation of economic situation, product/service quality, turnaround, price, and environmental, social and governance efforts. Environmental, social and governance efforts include labor, health and safety, environment, and corporate ethics.

As stated in the NRI Group Employees' Code of Business Conduct rules which are upheld by all officer and employees of the NRI Group, we understand the situation of ordered or outsourced work, and encourage business partners to comply with the law and social norms and act in consideration of the environment and society.

Items that we wish our business partners to address together with the NRI Group are defined in the NRI Group Business Partner Code of Conduct, and our business partners must submit a written agreement to this code of conduct. Based on the situation at business partners that has been ascertained by the NRI Group, we also periodically exchange opinions and provide assistance to make improvements where necessary.

The NRI Group utilizes the processes and results of the above efforts to select business partners and make decisions on whether to continue dealing with existing business partners.

Supply Chain Management - Data G04D

▶Capacity building and incentives for suppliers

Efforts toward mutual development with partner companies

When the NRI Group outsources part of the operations for a project concerning the development or operation of information systems to a partner company in or outside Japan, the status of the outsourced processes as a whole, along with any issues and anticipated risks, are identified during regular joint meetings of the project team and responsible officers.
With our principal partner companies, quality management officers from both sides also meet regularly, and aim to ensure and raise quality levels.
The NRI Group is engaged in enhancement services reforms* to further improve quality and productivity.
We are undertaking these activities in each project on an ongoing CSR Activities and Stakeholder Engagement basis in collaboration with our e-partners and other partner companies.
In fiscal 2008, we set up a system for certifying “extended e-partners” (“e-e partners”) in recognition of their ability to undertake enhancement service reforms for their company as a whole and not just for specific projects with us.
In order to strengthen the relationship between the NRI Group and its business partners, we hold management seminars with the management of partner companies both in Japan and overseas. In FY2023, we held lectures both online and in-person, and held social gatherings for the first time in four years.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of partner companies participating in the training	no. of companies	16	12	13	15	15
Number of participants from partner companies (cumulative number of people)	no. of person	511	402	546	616	639
Number of partner companies participating in management seminars	no. of companies	113	—	93	90	110
Number of participants in management seminars from partner companies	no. of person	223	—	147	212	223
Coverage		c	c	c	c	c

* Enhancement: the term we use to describe our maintenance and operation services for information systems.
Since enhancement also includes improvements and proposals, we see it more as a full service operation providing support for our clients’ entire business operations and systems.

Client Relationship Management - Management Approach

G05M

NRI's approach to material issues

The NRI Group provides information systems to various industries and government agencies, and has a responsibility to not only direct customers, but also to think about the impact on general consumers and system users, and the impact of information systems on society. The NRI Group will provide the highest standard of information-systems services through advanced technologies and organizational systems relating to information system quality and information security, and through consulting and IT solutions will create the foundation for industry and technology innovation in the future and connect the same to economic and societal development.

Note : Please refer to the "Information System Quality" and "Information Security" sections below.

Priority activities / Medium- to long-term targets

NRI Group has set “Envision and realize new paradigms” and “Be a trusted partner for mutual growth” in its corporate philosophy as its mission, indicating its intent to “co-create future society” together with the clients.
Through “value co-creation” with our clients, we will continue to pursue the creation of a sustainable future society and the realization of the NRI Group's growth strategy as one.

Client Relationship Management - Data G05D

▶Client satisfaction

Client satisfaction surveys

NRI conducts client satisfaction surveys for each project and has clients evaluate the entire project. We also obtain specific feedback from clients on our proposal-making skills and incident-management procedures.
The quality control department analyzes the overall trend through the survey results.
The project department will also receive survey feedback from the quality management department and follow up to implement measures to improve service quality.

Areas receiving a favorable assessment

- Communication
- Leaders' management skills
- Flexible response to demands
- Productivity and reliability of system operation work (routine work)
- Specialized knowledge and skills relating to systems
- Polite responses to queries

Areas of expectations for improvements

- Greater intelligibility of manuals
- Ease of understanding and using screens and forms
- Clarity of the basis for estimates

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Client satisfaction*1 (percentage of "satisfied client")	%	83.8	86.4	88.7	89.1	90.7
Percentage of clients surveyed*2 (percentage of business units)	%	100.0	100.0	100.0	100.0	100.0
Coverage		c	c	c	c	c

*1 Calculating the weighted average as the percentage of clients who are "satisfied" with the top 2 stages out of 5 evaluation criteria.
*2 The survey is conducted for all business units of consulting business and IT solution business, clients and project service subject to the survey are extracted on a certain basis for each business unit.

Innovation Management - Data G06D

Innovation management policy

Approach to research and development

To create a sustainable society, companies are greatly expected to create innovation and contribute to solving social issues.
The NRI Group uses its high-quality study capabilities and R&D structures to pursue innovation-creating research and development.
In order to make use of that innovation generated in the form of actual systems that operate societies, the NRI Group publishes recommendations for new national schemes and rules.
We also put resources into communicating our study and research results so that innovations become widely recognized by members of the public and absorbed in their minds.
As R&D focus areas, NRI conducts R&D for different segments. Our Consulting R&D looks at next-generation business and strategies.
Finance & Industry R&D looks at promotion of DX and promotion of de facto standard business platform-ization.
IT Platform Services R&D involves continually monitoring cutting-edge technologies, and strengthening IT's power to provide solutions that apply those technologies to people's lives and to society at large.

Research and development system

Research and development system

The NRI Group promotes research and development in the three fields of "digital society infrastructure," "development and acquisition of leading technologies," and "business development".
The NRI organizations responsible for the various areas of our R&D are as follows, but as needed they engage in collaboration with different organizations both within and outside our Group.

Research & Development Committee:
As well as propose and discuss R&D strategies, this Committee manages individual projects from a whole-company perspective, from planning through to application of the results.

Center for Strategic Management & Innovation:
Responsible for government policy recommendations and advanced research functions, this Center conducts surveys on new systems for society.

DX Platform Division:
Responsible for the NRI Group's technologies development, this Division conducts research into cutting-edge technologies and base technologies in the area of information technology.

Our business divisions:
Responsible for medium- to long-term business development and new product (service) development, these investigate product business feasibility, conduct product development, and undertake demonstration projects.

Research and development situations

Research and development expense		unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total amount		millions of yen	4,310	4,468	4,992	4,908	5,301
Breakdown by segments	Consulting	millions of yen	824	1,109	1,331	1,492	1,652
	Financial IT Solutions	millions of yen	1,984	1,947	1,783	1,675	1,498
	Industrial IT Solutions	millions of yen	714	757	1,150	1,009	1,304
	IT Platform Services	millions of yen	781	654	727	731	846
Sales ratio		%	0.8	0.8	0.8	0.7	0.7
	Coverage		a	a	a	a	a

Quality of Information Systems - Management Approach G07M

NRI's approach to material issues

Information systems are widely and deeply ingrained in modern society in a variety of ways, and have become indispensable infrastructure for our convenient and comfortable lives. They are also cornerstones in the realization of new systems and services, and contribute greatly to societal innovation. On the other hand, when an information system fails, it has a large impact on economic activity and civic life.
Since its establishment, the NRI Group has consistently focused on the quality of its information systems, from design through to maintenance and operation, with an emphasis on information services not stopping unexpectedly. In addition, all possible measures have been taken in providing backup and business-continuity systems in case of an emergency information system failure.

Priority activities / Medium- to long-term targets

The NRI Group provides total support, extending to maintenance and Operation, for the systems that we produce for a variety of business sectors, including the securities, banking, insurance, distribution, and communications industries.
As well as develop a high-quality system within the time and for the cost agreed with the client, another important role for the NRI Group is ensuring the quality of our maintenance and operation of the system once it is up and running.
From this perspective, in order to increase the reliability of our information systems, we at the NRI Group are directing our efforts towards the following priorities:

- Quality management in the development of information systems
- Quality management in the maintenance and operation of information systems
- Increasing the reliability of cloud services as an information system infrastructure
- Increasing the reliability of the data centers that support the systems' operation

Progress / Achievements / Challenges

NRI is certified to ISO9001, the international standards for Quality Management System, in January 2002, which apply to information systems construction projects of a certain size or greater.
In addition, in order to successfully guide projects building large and complex information systems to completion, we have established a project supervision system that systematically carries out risk management and project support.

Data center results

NRI is certified to ISO20000 and ISO27001, the international standards for IT service management, for our data centers in Japan it owns and manages.
In addition, we have acquired M&O certification, which is a global standard for data center operation established by the US non-profit organization Uptime Institute. "Tokyo data center Ⅰ" was the first data center in Japan to acquire the certification (acquired December 2014).

KPI	FY2019	FY2020	FY2021	FY2022	FY2023
ISO9001 Certification	Acquired	Acquired	Acquired	Acquired	Acquired
ISO/IEC 20000 , ISO/IEC 27001 Certified Data Centers	5	5	4	3	3
ISO/IEC 27017 Certification Status	Acquired	Acquired	Acquired	Acquired	Acquired
Data Centers with M&O Stamp of Approval	3	3	3	3	3
Failure Response Drills in Data Centers	approx. 4,100	approx. 4,000	approx. 3,900	approx. 3,100	approx. 2,600
Overall Operational Drills with Staff Involved in Data Center Operations	5	5	5	5	5
Coverage	c	c	c	c	c

Link File

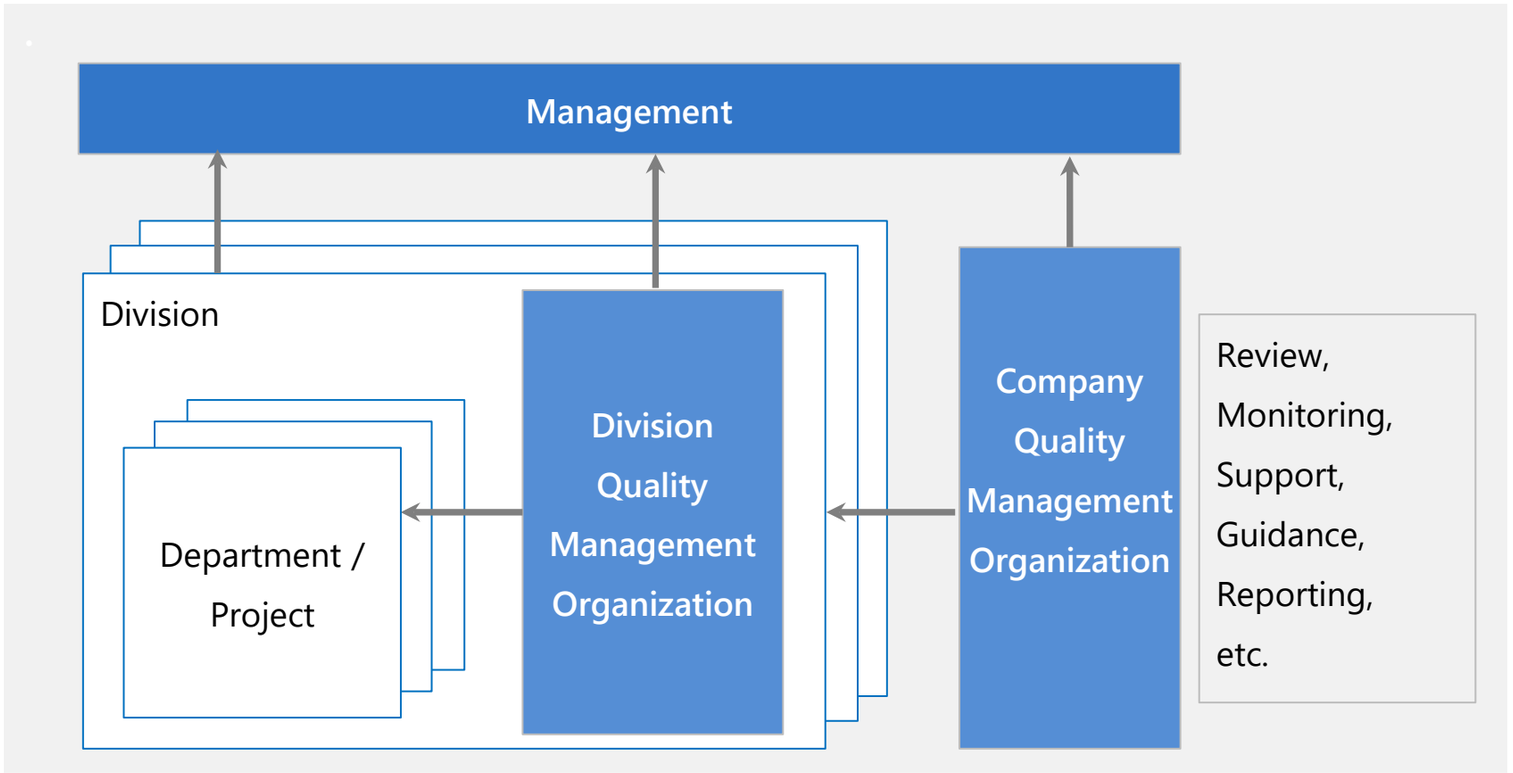
NRI JOURNAL: Keeping the Supply Chain Moving
https://www.nri.com/en/journal/sustainability/2017/01

Quality of Information Systems - Data G07D

▶Management structure for improving the quality of information systems

Management structure for improving the quality of information systems

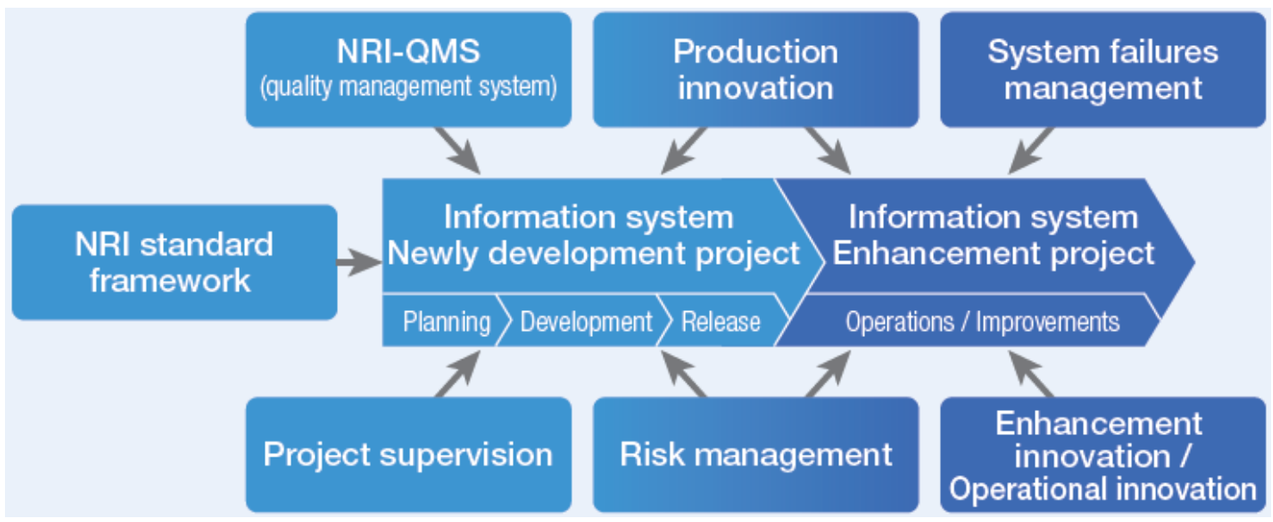
Each business division is responsible for quality control when implementing projects.
Moreover, in addition to supervising and promoting such activities company-wide, as organizations providing separate support, the Quality Management Division and the Center for Systems Development Innovation set objectives and formulate plans relating to quality, and also build quality management systems, provide standard guidelines and advise on projects.
We are also actively engaged in resolving issues concerning the improvement of productivity, based on the idea that "improvements in quality improve productivity, which leads to further improvements in quality."



▶Initiatives for improving the quality of information systems

Project support system for improving the quality of information systems

Each division is responsible for quality management over system development, maintenance and operations, and consulting services projects.
In addition, NRI has an organization which proposes and supports quality management activities for each division.



NRI-QMS* (Quality management system)

This is a quality management system built on the basis of know-how cultivated over many years of qualityimprovement activity.
It involves the company having established internal rules, guidelines and models for business processes to ensure quality for individual projects, and is also a mechanism that seeks continuous improvement in quality through periodical reviews of the NRI-QMS itself based on customer satisfaction surveys and audit results.
NRI is certified to ISO9001, the international standards for Quality Management System, for applicable information system construction projects that require a minimum prescribed amount of labor.

* QMS: an abbreviation of "Quality Management System."

Quality of Information Systems - Data

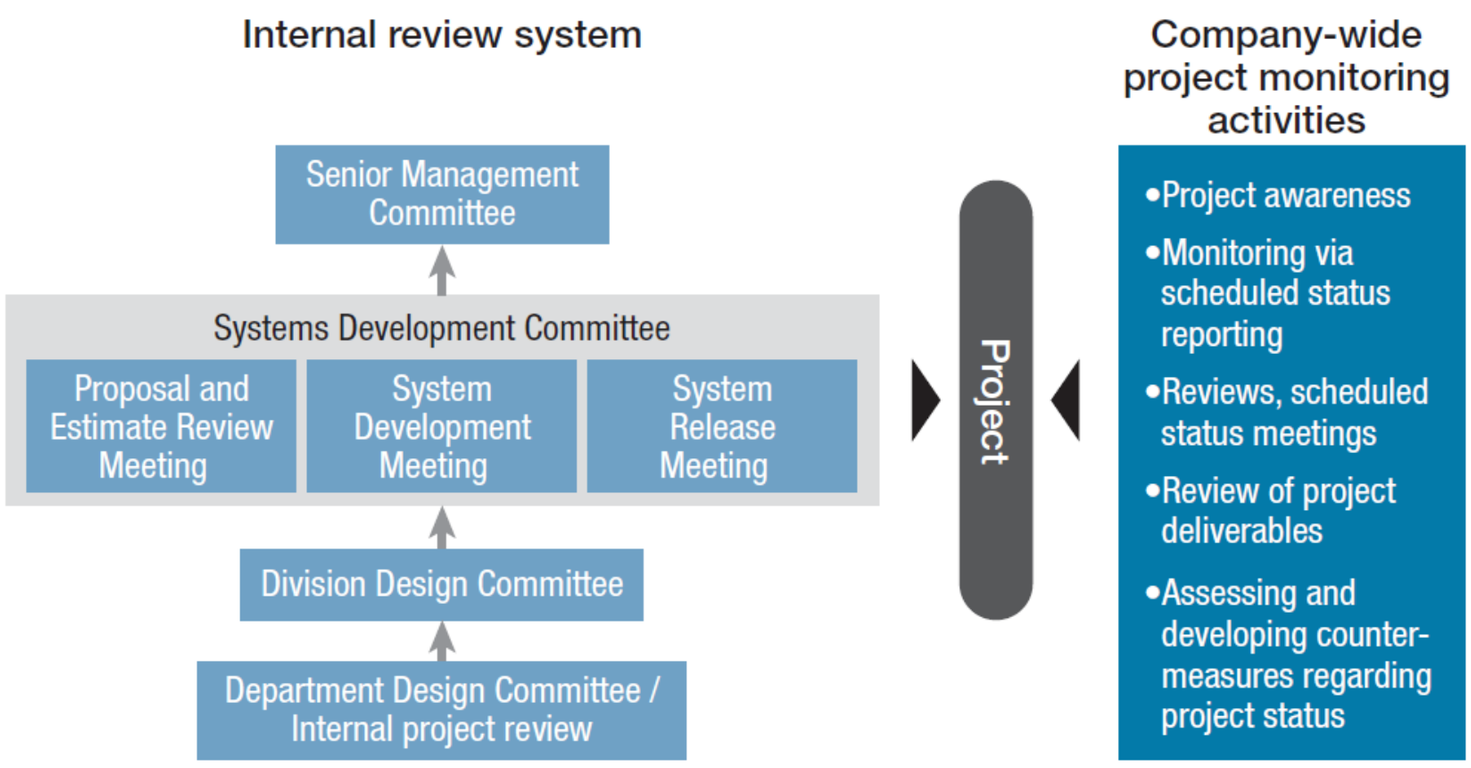
G07D

NRI Standard Framework

These are guidelines that containing standard processes for projects, as well as the activities and tasks to be carried out in each process, so that project quality and productivity increase through effective and efficient design and development in accordance with internal rules, project management, and review meeting audits taking place.
These guidelines are shared with all employees through the intranet.
They include tools and checklists to help improve quality and productivity, as well as samples, creation guides and case-studies for the eliverables (documents) that should be created in each process, and play a role in instilling practical know-how in the company.

Project supervision

In order to successfully build large-scale and complex information systems, for projects involving building new information systems, we support each business division from both the "monitoring function" and "promotion and support function" sides. Separate from the "management" required for the implementation and success of each project, we are aiming for improved project quality by promoting "project supervision activities" that support early detection and responses for problems. We constantly monitor the status of each project and provide assistance for project-manager tasks through support activities aimed at risk avoidance/mitigation, while also providing guidance on improving development processes and deliverables to enhance quality.
Furthermore, in order to understand and evaluate the risks relating to the quality, delivery, and income/expenditure for each project and respond appropriately, we conduct various review meetings in accordance with our internal rules at each critical juncture for the projects, including the proposal, estimate, construction, and release stages. There are three levels for the review meetings: company, division, and department, and the size, characteristics, and difficulty of the information system being built will determine the review meetings allocated to it. Each review meeting is not merely a process-checking opportunity; it is a place for a company expert who is well versed in areas such as project
management, quality control, and information technology to ensure high quality is realized by conducting a rigorous examination down to the details of the system and also provide appropriate guidance and support to the person in charge of the project, including advice and know-how.
The risks associated with each project are divided into five levels of impact, which are reported to the management meetings, and immediate or mid-to long-term measures are taken as required.



Quality of Information Systems - Data

G07D

Production innovation

NRI has been building, maintaining, and operating systems by combining various technologies to meet the needs of our customers.Based on this experience, we are now working on modernizing existing IT resources, renewing the development framework to contribute to more standardized and efficient system development, and achieving dramatic production innovation by applying AI to the development process.In order to support the development of safe and highly reliable systems while assisting the business of our customers, we have specialist teams working in various fields. In our adoption of new technologies such as AI, we swiftly acquire and deploy know-how for achieving both productivity and quality in system development, in addition to expertise on those technologies.We also support open source software (OSS), assist technologies such as authentication, authorization, and ID management, and conduct development of calculation engines that utilize mathematical optimization methodology.By incorporating our specialized knowledge and expertise in tools, solutions, and work processes, we accelerate production innovation and enhancement service reforms.

Information system failure management

NRI has created a company-wide system for reducing information system failures, with focused initiatives that have reduced the incidence of failures.
At present, we are working to improve the quality of the system by appropriately implementing measures in the event of a failure along with measures to prevent recurrence, by establishing common rules throughout the company to ensure that action focusing on disaster reduction targeting the specific challenges at each location is continuously being taken.
We manage failure impact levels in five stages according to the impact range of the failure, and have established reporting procedures for each failure impact level and created a mechanism that shares information without delay after a failure's occurrence.
Failures that do occur are subject to deep and thorough analysis to clarify the root causes and allow relevant improvements to be made. We also have prepared a training curriculum on how to analyze failures and are working to improve the abilities and awareness of our employees and business partners.

Enhancement service reforms

We will continue to support our customers' business, from the start of operation of information systems until they are retired. By improving and expanding functionality according to business changes, system revisions, and technological progress, we are able to support the business of our customers over a longer period.NRI uses the term "enhancement" to refer to maintenance work performed after a system begins operation.This reflects our idea of continuously improving the value provided to our customers by ensuring the stable operation of information systems and enhancing functions to support the business growth of our customers. Because enhancement continues over a long period of time, leaving issues unresolved increases the risk of negative impacts on quality, but continuously making improvements can also have a significant positive impact.Therefore, in order to promote improvement activities throughout the company, we have established the idea of "enhancement service reforms," and we are continuing activities to create and realize an improvement plan for each system every fiscal year. Good examples of activities and business know-how are shared with all employees via the intranet and internal events. We have also established a system for awarding innovative activities and are building a system for achieving continuous collaboration with our business partners.We currently have many new projects attempting to utilize AI, and are leveraging enhancement service reforms to achieve production innovation and foster a culture of taking on new challenges.

Quality of Information Systems - Data G07D

▶Quality management in the maintenance and operation of information systems

Overview of quality control

In order for created information systems to be utilized effectively, stable system operation is indispensable.
The NRI Group has been offering reliable-quality system operation services 24 hours each day, 365 days each year for many years.
NRI's Data Center Service Division has built an IT service management system called "System Operation ITSMS" based on that accumulated experience and ITIL*, and has been working to obtain ISO 20000 Certification, an international standard for IT service management, for the information systems it is entrusted with in its data centers.
In accordance with the System Operation ITSMS, we are working to improve the quality of system operation and IT services by utilizing the results of customer satisfaction surveys and failure records.

* ITIL: an abbreviation of "Information Technology Infrastructure Library. “A systematic standardization of business processes and methods for performing the operation and management of information systems. A registered trademark of AXELOS Limited.

Policy

We provide high quality data-center facilities and operation services to all internal and external customers.

ISO/IEC 20000 Scope

1. Data-center system operations management, system monitoring and data-center facility management

Relevant Locations
• Yokohama Center
• Tokyo Data Center I
• Yokohama Data Center II
• Osaka Data Center II
• Otemachi Operating Office
• Yokohama Landmark Tower Operating Office
• Osaka Center

2. IT service management systems supporting the provision of customer-oriented IT general control services and service desk services in the Operations Service Promotion Department, the Data Center Service Division

Relevant Locations
• Sapporo ITSM Center
• Yokohama Nomura Building

Efforts to improve operations quality and reduce system failures

In operation services for information systems, obstacles such as equipment failure, processing delays from sudden increases in data amounts, or malfunctions due to improper operation cannot be completely avoided.
The system operation department is working on a variety of initiatives aimed at reducing these obstacles to increase productivity, including the strengthening of collaboration with the information system construction department, promoting standardization, automation, labor-saving, and visualization of operational tasks, and improving operator skills.

Quality of Information Systems - Data G07D

Strengthening and standardizing collaboration with the information systems construction department

In order to improve the quality of information system operations, NRI is strengthening its approach with focus on operational quality from the systems construction stage.
Firstly, we are collaborating with the information system construction department and moving forward to standardize the operational tasks to ensure stable and efficient systems operation.
Items relating to operations have been established in the NRI Standard Framework as a part of the outcome.
Secondly, in the event of a failure, the operation department cooperates with the information system construction department in the effort to clarify its cause and to take countermeasures.
We also cooperate with the departments in charge for other systems, where there are concerns of similar failures, in order to establish countermeasures to prevent the occurrence of such failures.

Promotion of automation, labor-saving, and visualization for operations

NRI is promoting automation in order to eliminate failures due to human error, such as task omission or procedural errors in the operation of information systems.
We are using our own proprietary "Senju Family" operation management tool to make progress with automation, labor-saving, and mistake-reduction in systems operation, while at the same time achieving advance prevention of failures and prompt and appropriate responses if they do occur by standardizing tasks using other tools and leveraging collections of failure-response case-studies. By visualizing system management solutions, this enables the obtained data to be utilized to swiftly understand the affected range and provide more advanced failure response.

Multiplexing of system management sites and infrastructure

In order to ensure that we can continue to provide system management solutions in the event of a large-scale disaster or other risks, we have multiple system management sites and have built a backup system.
We multiplex the operation environment of the tools used to provide system management solutions, and design and operate our system management solutions to ensure that they can be continued if problems occur with those tools.

Promoting improvements for operation quality

We continuously handle projects for improving the quality and efficiency of system information together with NRI and business partner employees involved in the operation of information systems.
We aim to increase the motivation of system operators by establishing a system where employees who are well-versed in system operation work review these improvement activities and award good examples.

Operational Skill Improvements aimed at Automation and Labor-Saving

In order to operate information systems stably, skill improvement of operators who operate the computers and network equipment is an important factor.
In particular, as automation and laborsaving-progress, it will be necessary for operators to acquire a high level of expertise to be able to cope with various failures with fewer people.
Accordingly, NRI conducts group and e-learning training for operators to improve their skills and awareness. Furthermore, to promote the desire of operators to improve and to have them acquire skills of a certain level or higher, a proficiency assessment system to judge proficiency through examination has been introduced since 2005.
Silver or Gold certifications are awarded depending on the skills and support improving operator skills and motivation.

Quality of Information Systems - Data

G07D

▶Increasing the reliability of the data centers that support the information systems' operation

Increasing the reliability of the data centers

The stable operation of information systems requires not only the quality of the information system itself, but also the quality of the data center facility that operates and manages the information system.
In order to ensure stable operation of information systems, and to provide safe and secure quality of services, NRI visualizes the risks related to data center services, conducting training for each type of issue that could be anticipated.

Furthermore, global-standard Management and Operation certification (M&O Stamp of Approval) relating to data center equipment and facility operation prescribed by Uptime Institute* has been obtained providing an objective appraisal of global standard in terms of high reliability.
The "Tokyo Data Center I" in December 2014 was the first example in Japan, and as of April 2023, only 7 data centers including 3 NRI data centers have been certified in Japan.

* Uptime Institute: A United States private organization that provides research, education, and consulting services for data center design, construction, and operation with the aim of supporting improved data center performance and efficiency.
As one of the world's leading independent organizations, it operates globally through locations worldwide (United States, Mexico, Costa Rica, Brazil, UK, Spain, UAE, Russia, China, Taiwan, Singapore, and Malaysia), creating tier standards for data center equipment and overseeing M&O certification.

M&O Stamp of Approval

Tokyo Data Center I (first obtained in December 2014, updated in November 2021, and updates reviewed every three years)
Yokohama Data Center II (first obtained in February 2016, updated in January 2024, and updates reviewed every three years)
Osaka Data Center II (first obtained in December 2017, updated in February 2023, and updates reviewed every three years)

References

Global quality standards for data center operation - meaning of M&O Stamp of Approval and efforts of NRI (In Japanese only)
https://www.nri.com/-/media/Corporate/jp/Files/PDF/knowledge/publication/it_solution/2016/09/ITSF160903.pdf
Tokyo Data Center I acquires M&O Stamp of Approval for the first time in Japan (In Japanese only)
https://www.nri.com/-/media/Corporate/jp/Files/PDF/news/newsrelease/cc/2014/141225.pdf
Yokohama Data Center II acquired M&O Stamp of Approval
https://www.nri.com/-/media/Corporate/en/Files/PDF/news/info/cc/2016/160425_1.pdf
Uptime Institute LLC
https://uptimeinstitute.com/

Quality of Information Systems - Data G07D

▶Issuance of SOC2 report

Issuance of SOC2 report

SOC2 reports are reports expressing the opinion of an auditing company on internal control for the confidentiality, security, and availability of a service in service provision work, based on guidance* from the American Institute of Certified Public Accountants (AICPA).

Because the system services provided by NRI often require a high level of reliability and security, in addition to receiving certification based on the above guidelines, we receive an annual SOC2 report expressing the opinion of an auditing company on whether some of our other services conform to the safety measure standards for computer systems at financial institutions, etc. published by the Financial Information Systems Center (FISC).
NRI was also the first in Japan to issue SOC2 reports on FISC safety measure standards in 2012.

* Reporting on Controls at a Service Organization Relevant to Security, Availability, Processing Integrity, Confidentiality or Privacy / AICPA

▶Risk management on information systems

Risk management on information systems

As advance preparation for emergencies, the NRI Group has created an "NRI Group Contingency Plan" containing the basic response system and procedures in the event of an emergency situation.

Risk Management in Information Systems in the Maintenance and Operation Phase

In the event of a large-scale system failure, we will promptly set up an emergency response headquarters to coordinate with the relevant divisions and customers.
Based on the circumstances of the failure, we will implement measures such as disaster recovery, investigation of point of origin, disclosure of information, and analysis of preventive measures.

Risk Management in Data Centers

NRI's data centers have a Data Center Contingency Plan to support their customers' critical data.
In case of an emergency, such as a power outage due to a large-scale earthquake disaster or trouble with system-related equipment, we carry out regular comprehensive inspections and crisis response drills.

Quality of Information Systems - Data G07D

▶Certification for management system related to services provided by NRI Group

ISO 9001		
certified company	**Acquisition date**	**Acquisition object**
NRI	January 2002	Systems design and development planning and subcontracting for projects with anticipated workloads above a certain size
NRI System Techno	September 2001	System maintenance, operation and development for subcontracted projects
DSB Co.	November 2016	Back office operations
DSB Information System Co.	July 2002	Contracted software design, development, and maintenance for the finance and securities industry
Nippon Securities Technology Co.	December 2003	Design and development of systems for the finance and securities industry and related package software
Nomura Research Institute (Beijing)	March 2015	Application software design, development, and services

ISO/IEC 20000		
certified company	**Acquisition date**	**Acquisition object**
NRI	March 2008	IT service management systems supporting the provision of customer-oriented IT general control services and service desk services in the Operations Service Promotion Department, the Data Center Service Division
	April 2009	Data-center system operations management, system monitoring and data-center facility management

▶NRI Group's information communication on quality management of information systems

Book's title	Publisher	Issued date
(in Japanese)		
IT ROADMAP 2024 https://www.nri.com/jp/knowledge/book/lst/2024/o_book292	Toyo Keizai	March 2024
AI Navigator 2024 Edition https://www.nri.com/jp/knowledge/book/lst/2024/o_book290	Toyo Keizai	March 2024
All about Privacy Tech https://www.nri.com/jp/knowledge/book/lst/2024/o_book289	Chuo Keizai	March 2024
IT Navigator 2024 Edition https://www.nri.com/jp/knowledge/book/lst/2024/o_book286	Toyo Keizai	January 2024
Textbook of Multi-Cloud Networks https://www.nri.com/jp/knowledge/book/lst/2023/o_book284	Shoeisha	December 2023
Infrastructure Design Theory https://www.nri.com/jp/knowledge/book/lst/2023/o_book283	Ric Telecom	November 2023
AWS Certified Data Analysis and Specialist Knowledge https://www.nri.com/jp/knowledge/book/lst/2023/o_book273	Mynavi Publishing	June 2023
Definitive Edition of Web3 https://www.nri.com/jp/knowledge/book/lst/2023/o_book272	Toyo Keizai	April 2023

Information Security - Management Approach

G08M

NRI's approach to material issues

As information systems penetrate into every corner of economic activity and civic society, the risks associated with information security, such as cyber-attacks targeting social infrastructure, companies or government offices, or large-scale data-breaches, are growing all over the world.
The NRI Group operates important information infrastructure that supports society, such as that for finance and logistics. In order to maintain service continuity and protect this valuable information, we are engaged in a variety of efforts to prevent information security failures in advance.
In addition, in the unlikely event an information security failure does occur, we have implemented measures to minimize any impact.

Priority activities / Medium- to long-term targets

Recognizing information security risk as an issue that should be addressed at the highest level in terms of technology and systems, the NRI Group has taken the following key measures:
• Advance prevention of information security failures
• Creation of a solid governance system for information security

Progress / Achievements / Challenges

Advance prevention of information security failures

In order to reduce the risk of a client's business data being leaked, we have established rules for each project concerning access to the live system environment and the removal of business data, which are continuously improved using the PDCA cycle. In addition to system support and management measures to prevent cyberattacks and information leaks including the adoption of anti-virus software and EDR*, data encryption, adoption of various security devices, security management of cloud services including AI, we also collect vulnerability information and attack information in advance, conduct evaluations on that data, and promote organizational action to ensure appropriate handling.

Creation of a solid governance system for information security

A Chief Information Security Officer has been appointed, along with managers and personnel responsible for information security in all business divisions and group companies, to establish an information security management system for the whole organization. In addition to promoting information security measures, we are continuing our activities to enable rapid and more secure responses to emergencies, such as information security failures and cyber-attacks.

KPI	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of information security failures (year-on-year)		About 40% decrease	About 17% decrease	About 11% increase	About 8% decrease	About 29% increase
Number of major information security failures		0	0	0	0	0
Costs incurred due to major information security failures	millions of yen	0	0	0	0	0
Number of complaints regarding breaches of customer privacy or loss of customer data, from outside parties including regulatory authorities		0	0	0	0	0
Coverage		c	c	c	c	c

* An abbreviation for Endpoint Detection and Response A solution that detects suspicious behavior on PCs and servers (end points) and supports swift responses

Link File
Declaration of Information Security Measures https://www.nri.com/en/site/security_declare

Information Security - Data G08D

Information security policy

Information security policy

Nomura Research Institute, Ltd., and its group companies declare that the NRI Group shall observe all applicable laws and ordinances and shall fully recognize the roles that companies offering information services should play.
The NRI Group has established a framework of advanced information security management that can serve as a social model to enable its companies to continue to be worthy of customer and public trust.

Applicable scope

NRI Group

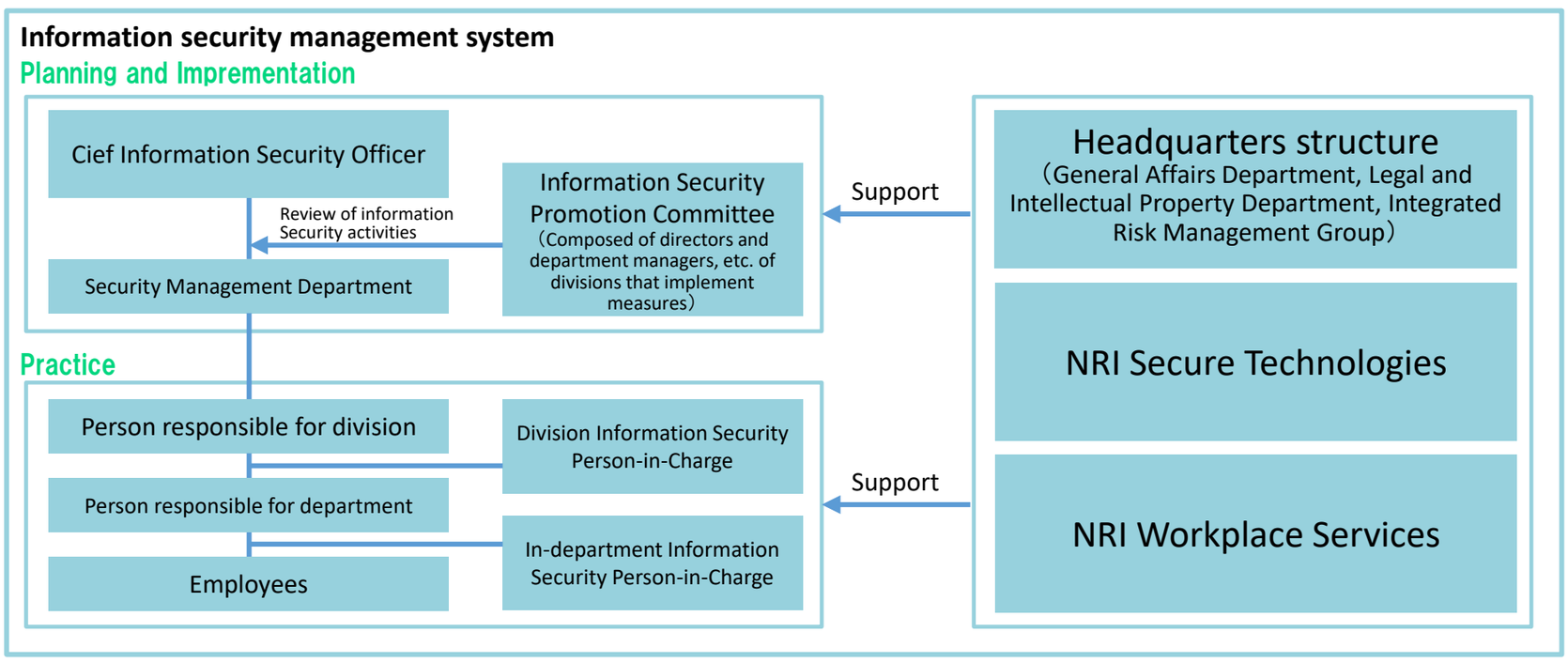
Reference

Declaration of Information Security Measures https://www.nri.com/en/site/security_declare

Information security management

Governance system for the information security

NRI has appointed a Chief Information Security Officer, who has developed a system of information security management for our organization as a whole.
All business divisions and Group companies have appointed an information security manager and information security person-in-charge (PIC), who have developed a mesh structure that allows security measures to be undertaken on a cross-organizational basis. As well as furthering the
implementation of our information security policies, this structure will enable us to respond swiftly, accurately, and reliably in the event of cyber-attacks and other security emergencies.
The NRI Group contains specialist organizations that conduct surveys and research of the latest information technologies, as well as NRI SecureTechnologies, Ltd. that engages exclusively in information security business.
We will draw on their technology, know-how and knowledge when preparing and implementing our information security policies.
We have appointed an information security manager and an information security PIC at each of our overseas and domestic Group companies, who are directing the development of an effective information security system and the drafting of an information security enhancement plan at their company.
In addition, the NRI Group has set certain information security protection standards, and engages in improvement drives designed to meet those standards.



Officer in charge

Chief Information Security Officer : Tetsuro Watanabe, Senior Corporate Managing Director

Responsible committee

Information Security Promotion Committee

Information Security - Data

G08D

Maintenance of rules for the information security

In response to laws and regulations related to information security and the advance of information technologies, we establish or revise management rules as appropriate, including the Information Security Management Rules, Confidential Information Management Rules, Personal Information Management Rules, Specific Personal Information Management Rules, and Information Asset Management Rules.
In addition, we have prepared operating procedures, guidelines, manuals, etc. for each of these management rules to ensure that consistent and effective information security management is conducted.

Training and awareness on information security

NRI conducts ongoing information security education to raise the awareness of information security, instill regulations, and improve the quality of security during design and development.
In addition to conducting specific training tailored to the particular characteristics of our Divisions and Group companies, we arrange training for our overseas offices that can be undertaken in English and/or Chinese.
We also actively incorporate group training and e-learning methods into our training programs.

Number of information security training participants	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Training for new employees	no. of person	557	450	424	473	463
Training on response to cyber-attacks	no. of person	56	–	–	–	–
Training for information security	no. of person	–	6,387	6,354	6,660	7,054
Personal information management training	no. of person	6,252	6,387	6,354	6,660	7,054
Security training for temporary employees	no. of person	1,686	1,795	2,041	2,189	2,152
Coverage		b-	b-	b-	b-	b-
Security training for overseas offices	no. of person	2,417	2,705	2,856	3,007	3,034
Coverage		d	d	d	d	d

Information Security - Data G08D

▶Measures to prevent occurrence of information security failures

Information security in client's information system

In order to reduce the risk of business data being leaked, we have established rules for each project concerning access to the live environment and the removal of business data, which are continuously improved using the PDCA cycle.
For example, for projects that handle large amounts of personal information or projects that store information that would have a large impact on the client in the event of a leak, the oversight departments conduct individual inspections to confirm that operation is taking place in accordance with the rules.
In addition, the oversight departments also check the validity of any initiatives concerning handling of any dataalteration from cyber-attacks, or system service suspensions.

Audits undertaken to ensure the security of clients' systems	Object	FY2019	FY2020	FY2021	FY2022	FY2023
Verification assessments conducted of project security rules	no. of audits	141	110	221	239	176
Audits of public Web system	no. of audits	83	67	98	170	278
Audits of responses to cyber-attacks, and corrections	no. of audits	149	158	182	174	278
Audits of live productions and development management, and corrections	no. of audits	147	12	135	11	196
Surveys of the use of AWS[*1] and making any corrections	no. of audits	169	193	190	238	122
Surveys of the use of BPO[*2] operations and making any corrections	no. of audits	4	1	6	7	8
Coverage		c	c	c	c	c

*1 Amazon Web Service. The collective name for the online services provided by Amazon.com

*2 Business Process Outsourcing. An organization contracts an external specialist company to perform some of its business processes

Strengthening management of information security at our business partners

To ensure that our partner companies provide the same level of security as we do, the NRI requires them to sign confidentiality agreements and memoranda on the handling of personal information.
In addition, NRI requests that they comply with its Security Guidelines, and also conducts regular checks on these companies by performing assessments of all aspects of their management of security and privacy.

Assessments of business partners	FY2019	FY2020	FY2021	FY2022	FY2023
Number of projects conducting audits	95	780	700	492	670
Coverage	c	c	c	c	c

Measures for domestic group companies

The NRI Group conducts regular information security assessments and supports improvement activities.

	Object	FY2019	FY2020	FY2021	FY2022	FY2023
Audits of public Web system	no. of audits	22	12	39	58	64
Audits of responses to cyber-attacks, and corrections	no. of audits	154	167	193	38	45
Audits of live productions and development management, and corrections	no. of audits	7	7	7	7	18
Surveys of the use of AWS and making any corrections	no. of audits	34	45	74	86	22
Surveys of the use of BPO operations and making any corrections	no. of audits	1	1	3	6	6

Information Security - Data G08D

Measures for overseas group companies

The NRI Group conducts regular information security assessments and supports improvement activities.

	FY2019	FY2020	FY2021	FY2022	FY2023
No. of rollouts of information security packages for overseas offices	17	18	18	17	17
Audits of public Web system	1	4	1	0	0
Audits of responses to cyber-attacks, and corrections	3	0	0	0	0

Company-wide responses to cyber-attacks

The NRI Group uses system-based defences against cyberattacks, such as installing anti-virus (anti-malware*1) software and EDR, data encryption, and installing different security measures (such as firewalls, WAF*2, and network behavior analysis technology*3). With cyber-attacks, however, it is the attackers who have the upper hand, and NRI is well aware that just system responses alone are not enough for defense, and to that end it is putting in place a Computer Security Incident Response Team (CSIRT*4).
A CSIRT acts like a fire extinguisher, denying further success to any attack that does in fact strike a system.
It collects, evaluates a shares information on vulnerabilities and attacks, and takes action that is organized, swift, and appropriate. We also provide continuous education and training, including drills for responding to cyber incidents that assume a cyberattack on a system and practical training for handling targeted attack e-mail.

*1 Malware, or “malicious software,” is a software program that upon infecting a computer automatically takes remote control of that computer, either stealing data that it stores or causing it to attack other computers.

*2 WAF: Web Application Firewall. A system that detects attacks that exploit vulnerabilities in Web applications and protects against those attacks.

*3 Network behavior analysis (NBA) technology: Malware used in a phishing attack is often produced to target a specific company alone, which means it may not be possible for general anti-virus software to detect and eliminate it. NBA technology works by running software suspected of being malware in a highly restricted environment called a “sandbox.” Checks are then made to see if the software is engaging in behavior such as information exploitation or preparatory activity to that end, and if it is, it is eliminated.

*4 CSIRT: Computer Security Incident Response Team. This is the entity (a team) that takes the appropriate response when it receives notice of a computer security incident. Alternatively CSIRT refers to the functions of that entity.

Managing human error

We have implemented layer upon layer of defenses designed to prevent email-related problems, such as installing software that prevents emails being sent to the wrong recipients, thorough management of mailing lists, formulating rules for work that involves a lot of email transmission, and the use of secure file sharing services (Cryptobin from NRI SecureTechnologies), etc.
In projects involving the handling of highly sensitive information, we sometimes also require employees to get their supervisor’s approval before sending certain emails.

▶Penetration Test

Penetration Test

We periodically conduct public Web system examinations (vulnerability analysis) and penetration tests (Web application diagnosis and platform diagnosis) on our website and business systems in cooperation with NRI Secure Technologies, and third parties when required, as part of our measures against cyberattacks. We also conduct the simulated hacker attacks as part of third-party vulnerability analysis.

Information Security - Data

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▶Policies for minimizing the impact of information security failures

Policies for minimizing the impact of information security failures
The NRI Group has rolled out a centralized information security failure management system. A feature of this system is that a failure is not just reported one-way from where it has occurred - the system employs interactive communication, which allows decisions to be made based on a bigger picture formed from a range of perspectives. As well as achieving swift and appropriate responses to an individual failure, this feature helps to extend the take-up of improvement policies throughout the company. We have put in place a response system (which includes a Crisis Management Committee) based on the scenario of a cyber-attack. We have also drafted a Contingency Plan and conduct response training drills, helping us to be prepared for unexpected situations.

▶Certification on Information Security Management System (ISMS[*1])

ISMS certification acquired Name of company, office, or division
Yokohama Center Tokyo Data Center I Yokohama Data Center II Osaka Data Center II Otemachi Operation office Yokohama Landmaerk Tower Operation office Osaka Center Systems Consulting Division (partial business) Data Center Service Division (partial business) Insurance Solution Division (partial business) Multi Cloud Integration Division (partial business) NRI SecureTechnologies, Ltd. NRI System Techno, Ltd. (partial business) DSB Co., Ltd. (partial business)

*1 Certification based on JIS Q 27001 (ISO/IEC 27001)

▶Personal data protection

Policy for personal data protection
NRI has a Personal Data Protection Statement, and it has made its Privacy Policy available to the public. In accordance with the Statement and Policy, our employees comply with the Act on the Protection of Personal Information Held by Administrative Organs; the Act on the Use of Numbers to Identify a Specific Individual in Administrative Procedures (the “My Number Act”); and other relevant laws and regulations. NRI demonstrates flexibility in its responses to changes demanded by the public, such as keeping abreast of rules and guidelines on the protection of personal information issued by regulatory authorities by the Personal Information Protection Commission. We have established personal information management regulations, and if executives and employees violate these regulations, we take disciplinary actions in accordance with our internal rules.

Applicable scope
NRI

References	
Personal Data Protection Statement (Applicable scope: NRI)	https://www.nri.com/en/site/security
Privacy Policy (Applicable scope: NRI Group)	https://www.nri.com/en/site/privacy

Information Security - Data

G08D

▶Management on protection of personal information

Governance System for the Protection of Personal Information

We entrust a "Personal Information Protection Manager" with the responsibility and authority to implement and operate the personal information protection management system.
The "Personal Information Protection Auditor" is appointed by the President & CEO, and is in an impartial and objective position independent of the Personal Information Protection Manager with the responsibility and authority to conduct audits and make reports.
At NRI, we periodically conduct internal audits regarding the protection of personal information as defined in JIS Q15001 (Personal information protection management systems - requirements), with the General Manager of the Internal Audit Department as the Personal Information Protection Auditor.
The "Personal Information Protection Education Manager" assists the Personal Information Protection Manager, and has the responsibility and authority to implement education initiatives for employees and report on the same.

Officer in charge

This role is assumed by Chief Information Security Officer.

Maintenance of rules for the Protection of Personal Information

Included in the "Maintenance of rules" section of "Information security management".

Training and awareness on protection of personal information

Included in the "Training and awareness on information security" section of "Information Security Management."

Personal information held by NRI

We have introduced a "Personal Information Management Register System," and are aware of the status of personal information with respect to its registration, use, or disposal. In addition, the oversight departments conduct yearly checks regarding whether personal information is being handled properly or not.
The personal information in our possession includes information concerning company directors, employees, and temporary staff, persons in charge of our corporate clients, persons in charge of our business partners (outside contractors and suppliers), and participants in NRI Group events.
Personal information held by clients may also be handled in system processing.

Point of contact for external inquiries

General inquiries from the outside are handled by the public relations department.

Strengthened Personal Information Protection Management for Partner Companies

When partner companies handle personal information held by NRI, we request that they enter into a "Confidentiality Agreement" and "Memorandum of Understanding on the Handling of Personal Information" and also comply with our "Security Guidelines."

Information Security - Data G08D

▶Risks related to protection of personal information

Percentage of Personal Information or Customer Information Used for Secondary Purposes (Internal or Commercial Purposes)

While the NRI Group may handle personal information held by a corporate client, the NRI Group does not directly possess or use said information.
There was no secondary use other than the purposes authorized by customers in FY2023.

Number of Requests for Submission of Personal Information from Government or Legal Authority, and Response

Not applicable.
In FY2023 NRI has not received any requests for customer information from the government and legal authorities. If such requests were to be made, it would be handled in accordance with current regulations and in accordance with the principles set forth in the company's Privacy Policy.

Status of Countries and Regions at Risk of Government Control over the Protection of Personal Information in Information Systems

We understand the situation in each country and region, and take appropriate measures.

Number and Details of Violations relating to the Protection of Personal Information, and Measures Taken

There was one incident of information on an NRI employee leaking from a business partner, and this was reported to the Personal Information Protection Commission.

▶About Privacy Mark

About Privacy Mark

In August 1999, we acquired the Privacy Mark, and in August 2023, we updated our Privacy Mark certification.
Privacy Mark certification is awarded to offices that are certified by a third party organization to maintain appropriate measures for protecting personal information and conform with the Japanese Act on the Protection of Personal Information and JIS Q15001 (Personal information protection management systems - requirements), the Japanese industrial standard that defines how organizations such as corporations should securely and appropriately manage personal information in business.
The NRI Group acquires privacy mark certification once every two years.

The following seven companies of the NRI Group have acquired the Privacy Mark.
・NRI
・NRI Netcom, Ltd.
・NRI Data iTech, Ltd.
・DSB Co, Ltd.
・DSB Information System Co., Ltd.
・NRI digital, Ltd.

Reference

Privacy Mark System https://privacymark.org/

Environmental Management - Management Approach E01M

NRI's approach to material issues

The NRI Group recognizes the conservation and recovery of the environment and other responses to tackle climate change as important issues. As a company that provides consulting and IT solution services, we utilize our insight and ability to work toward solving these challenges and hope to contribute to building sustainable futures together with all of our stakeholders.
The rapid development and widespread use of information technology has meant that the amount of electricity consumed by information and communications technology (ICT) businesses as a whole, as well as the CO_2 emissions this represents, has become a serious global issue. Taking responsible action to help prevent global warming has therefore become a pressing obligation for the ICT sector. In light of these issues, the NRI Group is actively working to solve global environmental problems via both "Green by NRI" and "Green of NRI" approaches.
Green by NRI refers to our contributions to help reduce impacts on environment by improving the efficiency and productivity of both our clients' businesses and societal systems through the services and policy proposal activities we provide. As an example of the great impact of "Green by NRI" activities, by expanding the provision of "Shared Online Services" that utilize one information system in multiple companies, the amount of CO_2 emissions is greatly reduced as measured by society as a whole. Green of NRI refers to the NRI Group's efforts to further mitigate our own environmental impact by making NRI's data centers, office buildings and IT equipment more energy efficient and through environmental measures such as energy saving efforts of each of our employees. As an example of the great impact of "Green of NRI" activities, we are promoting the reduction of energy consumption by raising the environmental performance of the data center which accounts for about 80% of the electricity consumed in the business to the world's highest level. As an example of the great impact of "Green of NRI" activities, we are promoting the reduction of energy consumption by raising the environmental performance of our data centers to the top level in the world, as data centers account for the majority of the electricity that we consume in our business.
In regard to biodiversity, we have expressed our support for the nature positive ideas in the Kunming-Montreal Global Biodiversity Framework, which defines global targets for biodiversity. In 2022, we joined the TNFD (Taskforce on Nature-related Financial Disclosures), and we are promoting measures for the conservation and sustainable use of natural resources, such as identifying risks and opportunities related to nature to enhance our efforts regarding natural resources.

Priority activities / Medium- to long-term targets

The NRI Group defines “Contribute to global environment through collaboration with business partners” as one of our materiality issues, and wishes to contribute to achieving a decarbonized society. In order to achieve a decarbonized society, we have set targets in line with the Paris Agreement, and because we believe it is important to act in a manner that aims to achieve these goals, we have also set targets for reducing greenhouse gas emissions according to the guidelines of the SBT initiative (we have obtained certification for the net-zero target and 1.5°C targets of the SBT initiative).

■Greenhouse gas reduction targets at the NRI Group
Near-term target :
Reduce Scope1+2 emissions by 97% (compared to FY2019) and neutralize residual emissions by FY2030 *1 *2
Reduce Scope3 emissions by 30% (compared to FY2019)
Net-zero target :
Archieve Net-Zero* emissions (Scope 1+2+3) throughout the value chain by FY2050
* Reduce Scope1+2+3 emissions by 92% compared to FY 2019 and neutralize residual emissions *1 *2

*1 Residual emissions: Emissions that cannot be reduced within the Group's value chain as of the target year
*2 Neutralization: Offsetting residual emissions by utilizing carbon removal technologies outside the value chain.

In order to achieve its goals, the NRI Group has acquired ISO 14001 certification, an international standard on environmental management systems, for our data centers, which are our main sources of CO_2. At our main offices in Japan, we also promote the adoption of the unique NRI-EMS environmental management system, as well as improvement activities. In addition to the adoption and construction of these EMS, we have also engaged continuously in efforts to reduce greenhouse gas emissions, from moving our systems to a new data center with better environmental performance, to moving our main offices, including our Head Office, to office buildings with better energy efficiency.
Because the majority of greenhouse gas emissions at the NRI Group come from power consumption, we actively promote the use of renewable energy, with the goal of having all the power used by the NRI Group being derived from renewable energy by FY2030. In FY2018, we joined the RE100 (an international initiative for companies that aim to procure the power used in their business with 100% renewable energy), and in FY2021, we switched to using renewable energy at three of our data centers with the largest power consumption.

In order to promote the conservation and sustainable use of natural resources, we have also formulated targets for reducing waste and reducing the use of water resources.

Environmental Management - Management Approach E01M

Progress / Achievements / Challenges

NRI has been selected as a "Climate Change A List" company consecutively since 2019 by CDP, an international non-profit organization that assesses and rates companies on their disclosure of climate change initiative. This recognizes that the greenhouse gas emission reduction and climate risk mitigation efforts of the NRI Group have been highly appraised internationally. In addition, we has also been selected by CDP to be on their Supplier Engagement Leaderboard consecutively since 2019. This certifies that our efforts to achieve greenhouse gas emission reduction targets over the entire NRI supply chain, efforts to reduce climate change risks, and support for our business partners achieving greenhouse gas emission reductions were befitting that of a global leader.
We have formulated targets for reducing waste and reducing the use of water resources based on past results and future trends, and submit reports to the Senior Management Committee.

NRI Group's Environmental Targets

GHG emissions

1) Reduce Scope1+2 emissions by 97% (compared to FY2019) and neutralize residual emissions by FY2030

	unit	FY2019	FY2021	FY2022	FY2023
GHG emissions (Scope1＋2)	1,000t-CO_2	60	30	20	8
Reduction rate (compare to FY2019)	%	(Base year)	50.1	65.5	86.3

2) Archieve Net-Zero emissions (Scope 1+2+3) throughout the value chain by FY2050

	unit	FY2019	FY2021	FY2022	FY2023
GHG emissions (Scope1＋2+3)	1,000t-CO_2	241	182	211	226
Reduction rate (compare to FY2019)	%	(Base year)	24.4	12.4	6.0
Coverage		a	a	a	a

Energy

3) Using 100% renewable energy at the NRI Group by FY2030

	unit	FY2019	FY2021	FY2022	FY2023
NRI Group Electricity Consumption	1,000kWh	121926.0	118,616	137,631	128,696
Renewable energy consumption amount	1,000kWh	886.5	59,968	99,909	122,114
Renewable energy utilization rate	%	0.7	50.6	72.6	94.9

4) Increase the amount of power consumption reduced by energy saving measures at NRI data centers by 1 million kWh (compared to FY2023)

	unit	FY2023
Reduction in electricity usage (compared to FY2023)	1,000kWh	(Base year)
Coverage		c-*

Waste

5) Reduce the amount of final waste disposed by the NRI Group by 10% by FY2027 (compared to FY2022)

	unit	FY2020	FY2021	FY2022	FY2023
Final disposal amount	t	33.0	65	79	23
Coverage		b	b	b	b

Water

6) Reduce the amount of water used at NRI data centers by 10% by FY2030 (compared to FY2013)

	unit	FY2013	FY2021	FY2022	FY2023
Water usage	1,000m3	183	111	122	136
Coverage		c-*	c-*	c-*	c-*

* Domestic data centers only

Environmental Management - Management Approach

E01M

Link Files

Green by NRI

https://www.nri.com/en/sustainability/environment/Green_by_NRI

Green of NRI

- Data centers that boast advanced environmental performance

https://www.nri.com/en/sustainability/environment/Green_of_NRI/data_center

- Energy conservation and environmental impact reduction activities in offices

https://www.nri.com/en/sustainability/environment/Green_of_NRI/saving

- NRI Group Earns SBTi Certification for Net-Zero Commitment

https://www.nri.com/en/news/info/cc/lst/2024/0516_1

- Environmental training for executives and employees

https://www.nri.com/en/sustainability/environment/Green_of_NRI/education

- Environmental activities by executives and employees (In Japanese only)

https://www.nri.com/jp/sustainability/environment/Green_of_NRI/activities

- NRI Green Bond

https://www.nri.com/en/sustainability/environment/greenbond

- Sustainability-Linked Bonds

https://www.nri.com/en/sustainability/environment/sustainability_linked_bond_01

- Participation in a Program to Protect Asian Elephants

https://www.nri.com/-/media/Corporate/en/Files/PDF/ir/library/AR2017e.pdf#page=51

Environmental Management - Data E01D

Environmental policy

Environmental policy

NRI formulated the NRI Group Environmental Policy based on a recognition that tackling environment problems such as climate change and pollution is a common challenge facing the entire world.
In regard to biodiversity, we have also formulated a The NRI Group's Biodiversity Policy, which defines our actions to take to promote the conservation and sustainable use of biodiversity.
To ask our business partners, such as external contractors and suppliers, to also engage in activities that take into consideration the environment, social and governance (ESG), NRI has a procurement policy containing the clause "practice of ESG procurement." We promote procurement in a manner that considers the environment while also complying with the law and social norms. We have also formulated the NRI Group Business Partner Code of Conduct in April 2021, and we have been observing laws, regulations and social norms while simultaneously engaging in procurement activities that are considerate of the environment and human rights.

Applicable scope	
All directors, officers and employees of NRI Group and business partners (contractors, temporary staffing agencies, suppliers, etc.)	
References	
NRI Group Environmental Policy	https://www.nri.com/en/sustainability/environment/policy
The NRI Group's Biodiversity Policy	https://www.nri.com/en/sustainability/environment/biodiversity
NRI Group Procurement Policy	https://www.nri.com/en/company/partner
NRI Group Business Partner Code of Conduct	https://www.nri.com/en/company/partner_code

Environmental management system

Environmental management structure

Under the supervision of the Board of Directors, we established the Sustainability Activities Committee as a subcommittee of the Sustainability Committee, which is headed by a Member of the Board. The Sustainability Activities Committee is responsible for sustainability promotion including natural capital (such as climate change and biodiversity), and provides advice on sustainability efforts and management to the Senior Management Committee and the Board of Directors several times a year.

Officer in charge
Masaaki Yamazaki, Senior Corporate Managing Director
Responsible committee
Sustainability Activities Committee

Environmental Management - Data

E01D

Status of introduction of environmental management system (EMS)

NRI has acquired ISO 14001 certification, an international standard on environmental management systems, for its data centers which are considered to be main sources of CO_2. At our offices, we are introducing NRI-EMS, an environmental management system unique to NRI, starting from FY2015.
Through EMS, we are promoting initiatives towards reducing electricity and water consumption as well as waste disposal. We monitor the progress of each reduction goal and make improvements to our initiatives while following the PDCA cycle.

			unit	FY2023
EMS coverage at NRI Group *1	Total		%	85.7
		Datacenters (ISO14001)	%	65.2
		Domestic Offices (NRI-EMS)	%	20.5
		Overseas Offices (NRI-EMS)	%	0.0
EMS adoption rate by site category *2		Datacenters (ISO14001)	%	100.0
		Domestic Offices (NRI-EMS)	%	65.7
		Overseas Offices (NRI-EMS)	%	0.0
		Coverage		a

*1 Ratio of energy consumption for EMS adoption by office category (data centers/Japan offices/worldwide offices) to total energy consumption of NRI Group
*2 Ratio of energy consumption for EMS adoption to the energy consumption of each office category (data centers/Japan offices/worldwide offices)

Audits/impact evaluations regarding the environment

With ISO 14001, which we have adopted at our data centers, we must conduct an internal audit and external audit once a year. With the NRI-EMS system adopted at our main offices in Japan, we conduct annual external audits and make continuous improvements with the PDCA cycle.
In regard to environmental impact evaluations, we conduct TCFD scenario analysis for climate change and LEAP analysis, etc. regarding TNFD for natural resources. For details, see “Climate change data (information disclosure based on TCFD)” and “Biodiversity data (information disclosure based on TNFD)”.

Environmental disclosure

NRI discloses environmental efforts via our website, Integrated Reports, and Annual Securities Report.
In regard to climate charge, we expressed our support for the TCFD final report in July 2018, and have been disclosing appropriate information based on the TCFD framework since then. NRI identifies the risks and opportunities of climate change based on scenario analysis and the results of our scenario analysis are disclosed on our website and in our Integrated Report.
In March 2024, we were selected as a company with excellent TCFD disclosure by the Government Pension Investment Fund(GPIF)'s asset managers entrusted with domestic equity investment.
In regard to natural capital, in FY2022, we joined the TNFD Forum in agreement with the principles of the TNFD. In December 2023, we were registered to the list of TNFD adopters, which was released by the TNFD in September 2023. This led to NRI being announced as a TNFD early adopter at the annual meeting of The World Economic Forum held in Davos, Switzerland in January 2024.
For results of particularly important indices regarding the environment, we obtain third party certification from an auditing company each year to ensure reliability.

Environmental Management - Data

E01D

Environmental training

NRI has been pursuing various activities in order to raise the environmental awareness of each director and employee, as well as engage in business operations that are environmentally friendly.

We hold e-learning tests regarding sustainability for all officers and employees each February (which are taken by more than 90% of officers and employees). E-learning aims to improve environmental awareness and understanding regarding the effective use of water resources required by companies, the importance of reducing waste such as paper waste, and the reduction of energy consumption.

From November 2020, we have been providing NRI Group employees with information on our sustainability efforts and other related knowledge. The website contains animated videos for learning about ESG that can be accessed by NRI Group employees at any time.

We also take time to introduce our sustainability initiatives in the training for new employees and new members of staff appointed to the head office.

In order to ensure that our environmental management system is operated appropriately, we provide EMS training including e-learning to employees in charge of and responsible for EMS at our offices.

Breaches of environmental laws and regulations

Not applicable.

Environmental Management - Data E01D

Environmental mass balance

Environmental mass balance of NRI Group

INPUT			unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
	Energy consumption	Total	1,000GJ	1,328	1,290	1,269	1,452	1,212	✔
		Electricity*1	1,000kWh	121,926	119,574	118,616	137,631	128,696	✔
		Gas, kerosene, cooling, steam, heat*2	1,000GJ	144	130	118	116	102	✔
		Renewable energy consumption*1 *a	1,000kWh	886	3,926	59,968	99,909	122,114	✔
	Water consumption	Water works*2	1,000m^3	185	154	152	154	174	✔
	Paper rehouses use	Business paper*2	t	174	80	62	31	55	✔
OUTPUT			unit	FY2019	FY2020	FY2021	FY2022	FY2023	
	Greenhouse gas	Total	1,000t-CO_2	60	55	30	20	8	✔
		Electricity*1 *b	1,000t-CO_2	54	49	24	15	3	✔
		Gas, kerosene, cooling, steam, heat*2	1,000t-CO_2	6	5	5	5	4	✔
	Drainage for business*3	Volume of wastewater	1,000m^3	34	32	32	32	34	✔
	Waste paper*2	Whole waste	t	173	95	90	88	73	✔
		Final disposed volume	t	0	0	0	0	0	✔
		Recycling rate	%	100	100	100	100	100	✔
	Industrial wastes*4	Whole waste	t	539	418	1,007	695	470	✔
		Final disposal volume	t	25	33	65	79	23	✔
		Recycle rate	%	95.4	92.1	93.5	88.6	95.1	✔
		Coverage		(notes-2)	(notes-2)	(notes-2)	(notes-2)	(notes-2)	

Notes :

1) Past figures are shown as figures for which impacts due to important acquisitions, etc. have been recalculated according to "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Chapter 5. Tracking Emissions Over Time."

2) Data coverage is as follows.

*1 NRI Group

*2 NRI Group companies with a Head Office in Japan

*3 NRI Group's Data Centers

*4 NRI Group Data Centers and Buildings

3) Renewable energy

*a We calculate the total electricity from solar power generation (all self-consumed), renewable energy electricity menu, FIT non-fossil fuel certified sources, and certified renewable energy sources overseas.

4) Greenhouse gases (electricity)

*b Includes results of calculation based on market standards. Results of calculation based on the location standard: 57 [1,000 t-CO_2]

Climate Change (Disclosure based on TCFD) E02D

▶Governance

Governance system
Officer in charge
Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director
Responsible committee
Sustainability committee
Governance structure regarding climate change
The NRI Group identifies "Contribution to global environment" as a materiality issue, and we position it as an important management issue related to corporate value. As part of our governance structure related to climate change, we have established a Sustainability Committee under the supervision of the Board of Directors. The committee is chaired by the director responsible for promoting sustainability management. In addition, we have a subordinate committee, the Sustainability Activities Committee, which is tasked with setting climate change-related targets, studying and promoting measures, and reviewing information disclosure. The results of these considerations and activities are reported to the Board of Directors several times a year.
Incentives for management on climate change
1) Target: Board members, managing directors, etc., including President & CEO Adopting a system that considers the progress of sustainability indices for share-based compensation We have reviewed our share-based director compensation, which previously granted each director a certain number of shares according to their position, to now also consider the progress of sustainability related initiatives. In specific terms, this means that if actions to achieve the targets of sustainability assessment indices including climate change response are deemed to have progressed insufficiently in the previous business year, the Board of Directors can decide to decrease the number of shares granted to each director position based on assessment and debate by the Board of Directors. 2) Target: Managing Directors, etc (Other than Directors) Bonuses for managing directors who do not concurrently serve as directors are determined based on individual evaluations, taking into consideration the performance of the business for which they are responsible, strategic compatibility, quality control and compliance initiatives, as well as the status of social value co-creation initiatives, including climate change countermeasures. 3) Target: Employees We evaluate each division's business performance strategic compatibility, quality control and compliance initiatives, as well as its efforts to co-create social value, including its response to climate change, quantitatively and qualitatively, and select those divisions that have achieved outstanding results. The evaluation of these divisions is reflected as additional bonus payments for the Senior Corporate Managing Directors (General Managers and Deputy General Managers) and employees. 4) Target: Employees To realize the NRI Group corporate statement “Dream up the future,” NRI has a program for commending employees who contribute to enhancing the prestige of the NRI Group and achieving its vision every year. This program recognizes not only employees who are involved in activities to disseminate information for social recommendations and the development of new business and technologies but also employees who contribute to improving corporate value through ESG (environmental, social, governance) and sustainability activities.

Climate Change (Disclosure based on TCFD) E02D

▶Strategies

Strategies

The NRI Group conducts scenario analysis to identify risks and opportunities and the financial impact on the NRI Group. From FY2019 to FYH2021, we conducted scenario analysis for individual businesses, and those results are disclosed on the NRI Group website and in other places. In this fiscal year, the risks, opportunities, and financial impact on the NRI Group's business overall were re-assessed, based on the results of these analyses. The results of doing so are indicated in the table below. Two scenarios were assumed: the "1.5°C scenario" with strengthened regulations and measures, and the "4°C scenario" under the current scenario. In the table's Category column, "transition" primarily refers to risks and opportunities under the "1.5°C scenario," while "physical" refers to those under the "4°C scenario."

Based on the results of scenario analysis, the NRI Group recognizes that efforts to reduce greenhouse gas emissions, such as the adoption of renewable energy, can alleviate the risks of adopting carbon pricing (such as carbon taxes) and increased demand for acting in a manner considerate of the environment, and acts accordingly. We evaluate our overall environmental impact in an environmental management system, and because we have found that the power used at our data centers accounts for the majority of our greenhouse gas emissions, we believe that promoting energy saving measures and switching to renewable energy are important efforts toward decarbonization. That is why we have adopted 100% renewable energy at all NRI Group data centers in Japan. We are also switching to renewable energy at our main offices.

For details on the scenario analysis, see “Addressing Climate Change and Preservation/Restoration of Natural Resources (TCFD/TNFD)” on the official NRI Group website.

Category		General circumstances related to climate	NRI group's risks, opportunities, and financial impacts						
			Classification	Impact	Rate of occurrence *1	Degree of impact *2			Measures (in the case of risk)
						Short term	Medium term	Long term	
Transition	Policy/laws and regulations	Implementation of a carbon tax	Risk	Increased cost burden from implementation of a carbon tax	Large	1	2	2	Expanded implementation of renewable energy
		Progress of emissions trading	Opportunity	Increased revenue from consulting and IT solutions due to the commercialization of emissions trading	Medium	1	1	2	--
		Tightening of restrictions on energy consumption in conjunction with expanded use of AI	Risk	Increased cost burden for data centers due to strengthened regulations	Medium	1	1	2	Stable procurement of renewable energy, promotion of energy conservation
Transition	Technology	Progress of technology related to energy efficiency/energy conservation	Opportunity	Reduced cost burden through energy efficiency	Large	1	1	1	--
		Spread of renewable energy	Risk	Increased cost burden from further implementation and advancement of renewable	Large	1	1	2	Promotion of energy conservation
		Advancements in new technologies such as hydrogen, battery storage, and carbon capture and storage	Opportunity	Increased revenue from consulting related to climate change	Medium	1	1	1	--
Transition	Market	Strengthening the response to climate change in companies	Opportunity	Increased revenue from consulting and IT solutions due to customers transitioning to decarbonization	Medium	2	2	3	--
			Opportunity	Improved competitiveness of shared online services due to the expansion of customer needs for Scope 3 reduction	Medium	1	1	1	--
			Risk	Decreased revenue from consulting and IT solutions due to the customer's failure to decarbonize, leading to deterioration of	Small	1	2	2	Expanded support for decarbonization of customers
		Increased concern about climate change among consumers	Opportunity	Increased revenue from pay-per-use solutions due to increased customer demand for sustainable financial products	Large	1	1	1	--
		Rising fuel prices	Risk	Increased cost burden from electricity and	Medium	1	2	2	Promotion of energy
Transition	Reputation	Emphasis on the response to climate change in the company's terms and conditions for transactions	Risk	Increased cost of response to customers' requests for decarbonization, decreased competitiveness when no fulfilling those requests	Large	1	1	1	Expanded implementation of renewable energy
		Emphasis on ESG perspectives in investor decision-making	Opportunity	Increased investment from investors, improved reputation	Medium	1	1	1	--
		Emphasis on ESG perspectives in the recruitment market	Opportunity	Increased opportunities to secure talented personnel, improved reputation	Medium	1	1	1	--
Physical	Acute	Intensification of extreme weather events and floods	Risk	Increased cost of response due to the company experiencing a disaster, recovery of assets,	Small	2	2	2	BCP training/execution
			Risk	Disruption of the supply chain disruptions due to a business partner experiencing a disaster	Small	2	2	2	BCP training/execution including business partners
			Risk	Decreased revenue from consulting and IT solutions due to the customer experiencing a disaster (stagnation of economic activities in	Small	2	2	2	Recommendations for society/transmission of information related to disaster
Physical	Chronic	Changes in weather patterns	Opportunity	Increased revenue from consulting related to weather pattern changes	Medium	1	1	1	--
			Risk	Increased cooling costs for data centers	Medium	1	1	1	Promotion of energy

*1 May occur by FY2030.

Large: Anticipated to be high (roughly 50% or more)

Medium: Anticipated to be low (less than roughly 50%)

Small: Anticipated to be extremely small (less than roughly 5%)

*2 The year’s maximum impact on finances if things remain the same and risks are not addressed.

3: 10 billion yen or more; 2: 1 billion yen to 10 billion yen; 1: less than 1 billion yen.

Further, it is assumed that the degree of impact will fluctuate over time depending on policy trends and business scale.

Short-term: FY2024-FY2025, Medium-term: FY2025-FY2030, Long-term: FY2030-FY2050 and beyond FY2050

Climate Change (Disclosure based on TCFD) E02D

Details of climate-related risk

NRI Group recognizes that all the following risk categories are relevant to NRI Group.

Category	Assumed Risks and Countermeasures
Current regulations	Energy conservation law and global warming related reporting systems stipulated by municipalities such as the Tokyo metropolitan government are expected to have an impact on the business of the NRI Group. For the data center business, which consumes a large amount of electricity, these regulations may accelerate increases in costs for adopting new energy saving equipment. If more stringent energy saving measures are required in the future, we may need to replace equipment or purchase credits. We respond to these laws and regulations by implementing operation improvements based on an ISO14001 certified environmental management system at our data centers and by adopting the unique NRI-EMS environmental management system at our offices.
Emerging regulations	The world has accelerated towards decarbonization. In October 2020, then-Prime Minister Suga declared Japan's goal of becoming carbon neutral by 2050 in his policy speech. On the other hand, in Japan, the amount of electricity generated from renewable energy sources is currently in the 20% range, and the target of 36-38% renewable energy sources in 2030 as indicated in the 6th Basic Energy Plan approved by the Cabinet in October 2021 is not sufficient to achieve carbon neutrality by 2050, and the 2030 target is not high compared to other countries. Therefore, if a high carbon tax, as expected by the IEA, is introduced to realize long-term targets for emission reduction, Japan's electricity prices are expected to rise, and the NRI Group, which owns data centers, also costs risk of increasing. In addition, IT companies in the United States and Europe are turning to zero-emission, which we believe to be a competitive risk. We estimate the impact of this risk to be approximately 1.5 billion yen. Therefore, the NRI Group joined RE100 in 2019 and switched the power used at its three data centers with large power usage to renewable energy in FY2021. In addition, together with Japanese RE100 member companies, we are making policy recommendations to the government of Japan to increase the supply of renewable energy.
Technology	With dramatic advancements in digital technologies and IT coming into more widespread use, increasing power consumption has become a cause for concern in the IT industry. The NRI Group has three data centers in Japan and we must always consider energy consumption and developments in the field of IT. These trends in digital technologies are literally the business activities of the NRI Group and we are constantly investigating and researching how we can adopt new technologies and effectively utilize energy at our data centers. Although technological innovations for energy efficiency can reduce costs, the adoption of new technologies not necessarily for the goal of energy efficiency may instead increase energy use, and lead to higher costs due to further adoption and enhancement of renewable energy.
Legal	We have three data centers in Japan, but if we provide services that cannot meet demands for decarbonization via these data centers, this will lead to decreased confidence in our business and the risk of litigation (this corresponds to one form of reputation risk described later in this document). In order to avoid such risks, we have adopted 100% renewable energy at our data centers. In addition to transition risks, physical risks also face the possibility of litigation. We face the risk of litigation from clients or investors if the systems stop due to a disaster or other event. That is why we have formulated a contingency plan detailing an initial response system and action guidelines to follow if a natural disaster like flooding should occur. We also maintain and improve a crisis management system, which involves implementing preliminary measures and training, as well as maintaining infrastructure required for business continuity and building a system to enable business to continue smoothly. We also implement measures to maintain resilience in the event of a large-scale disaster, such as the mutual backup and distributed functionality of our data centers in the Kanto and Kansai regions.

Climate Change (Disclosure based on TCFD) E02D

Market	NRI and also its clients may be affected by the transition risks for decarbonization. If of our clients reduce their investment in IT due to worsening business performance, the high added-value consulting services and IT solutions provided by NRI will lose competitiveness because of excess quality and this may affect the sales and income of the NRI Group. Rising fuel prices may also lead to increased electricity prices, which may increase power costs at data centers and offices.
Reputation	There is also a movement among IT companies to switch the power consumed for providing IT services to renewable energy. NRI data centers have the highest level of environmental performance in Japan and every data center has adopted an environmental management system compliant with ISO14001. We have also announced a goal of achieving a renewable energy usage rate of 100% at the entire NRI Group (including offices) by FY2030. However, there is a risk that we will stop being chosen by clients if our switch to renewable energy is delayed or if demand from society to address climate change rapidly moves forward and we are slow to respond, due to the resulting impact on the social standing of the NRI Group.
Acute physical risk	Sales may decrease if the business platform operation revenue of the NRI Group is not obtained due to impact on infrastructure (such as electricity, water, communication) caused by large-scale flooding near a data center. We estimate the impact of this risk at approximately 1.5 billion yen. In response to this risk, domestic data centers are selected in consideration of natural disasters, and domestic offices are also strengthening BCP by relocating and decentralizing offices and introducing teleworking. In addition, the possibility of this risk materializing is considered extremely low due to various measures and training to prevent system stoppage, such as using Osaka Data Center II as a DR site if Tokyo Data Center I and Yokohama Data Center II are not operational. When planning new business and operation, including overseas, we will make sure that these BCP measures are in place at the target location.
Chronic physical risks	We recognize the risk of a chronic rise in average temperatures due to climate change increasing the energy required to cool our data centers, and therefore leading to increased running costs.

We conduct risk evaluations on our entire value chain, in addition to our own operations.

Evaluation target	Assumed Risks and Countermeasures
Upstream	The NRI Group is expanding off-shore development overseas. Intensifying natural disasters and change to climate patterns have been identified as a risk that may halt our development overseas. We are decentralizing our off-shore offices, which we believe enables us to manage those risks.
Downstream	If the usage rate of renewable energy is adopted in conditions for dealing with clients due to increased pressure or demand for environmental action in the future, there may be risks of transaction suspension depending on the NRI Group's response. However, we are promoting the introduction of renewable energy, and as all of our data centers are 100% powered by renewable energy, the actual likelihood of the materialization of this risk is considered to be low.

Climate-related opportunities

Services related to low-carbon and decarbonization are expected to increase demand for these services as society moves toward decarbonization, and we believe that they represent a business opportunity for the NRI Group in both the consulting and IT solutions businesses and the annual financial impact is estimated to be approximately 6.5 billion yen. The NRI Group owns five data centers in Japan to provide out sourcing services of IT solutions and Shared Online Services. In particular, Shared Online Services allow multiple companies to use the same system jointly, so that they can reduce power consumption and CO_2 emissions. As a green revenue, it accounts for about 20% of sales.
NRI joined RE100 in 2019, and in FY2021, we switched to using renewable energy at our three largest data centers. We have declared a target of using 100% renewable energy at the NRI Group by FY2030 and have also set a goal to make the data center business itself a low or zero carbon service. We have already achieved decarbonized services in our data centers.
In our transition plan, we estimate the cost to realize this opportunity to be approximately 350 million yen/year.

Climate Change (Disclosure based on TCFD) E02D

▶Risk management

Risk management on climate change

In managing the overall risks of the NRI Group, an officer responsible for risk management is appointed, and the Integrated Risk Management Office is established as the risk management department. The Integrated Risk Management Office is responsible for building and maintaining the risk management framework, and for identifying, evaluating, and monitoring risks, and for organizing the overall risk management structure. The Integrated Risk Management Committee, chaired by the officer responsible for risk management, meets twice a year to evaluate the PDCA cycle of risk management and deliberate on risk response measures, reporting the results to the Board of Directors.

Specifically, the risks that may arise in the execution of the NRI Group's business are classified into 13 categories, and risk items are set for each risk classification. The risk items are periodically evaluated by the department in charge of risk management, and the risk items, importance, and impact are reviewed. Of the 13 risk classifications, those recognized as particularly important each fiscal year are selected as "key themes for risk management" by the Integrated Risk Management Committee. One of the risk classifications is "management strategy risk," which includes "sustainability management risks (including responses to climate change)."

To respond to the risks of climate change, we have established the Sustainability Activities Committee as an organization mainly for promoting sustainability management separately from the Integrated Risk Management Committee. Since FY2018, the Sustainability Activities Committee has been considering the status of the external environment and initiatives to investigate and decide on measures for countering climate related risks, in order to identify, evaluate, and respond to climate related risks and opportunities. After discussed in the Sustainability Committee, important items for consideration regarding climate change risks are reported to the management meetings and the board of directors meetings, which investigate and make decisions.

Climate Change (Disclosure based on TCFD) E02D

▶Indicators and Goals

Climate-related targets

Targets

The NRI Group has set a goal of achieving net-zero greenhouse gas emissions over the entire value chain by FY2050. This target is certified by the SBT initiative, an international initiative that aims to promote the achieving of targets for reducing greenhouse gas emissions at companies based on scientific evidence, in order to limit the rise in global temperature to within 1.5°C since the start of the industrial revolution.
In addition to targets regarding greenhouse gas emissions, we are formulating targets on energy-saving.

Classification	FY2030 targets	FY2050 targets
Scope 1+2	Reduce Scope1+2 emissions by 97% compared to FY2019 and neutralizing residual emissions *1 *2	Achieve net-zero emissions throughout the value chain※ ※Reduce Scope1+2+3 emissions by 92% compared to FY 2019 and neutralize residual emissions *1 *2 ※Scope 1+2: 97% or more reduction + neutralization Scope 3: 90% reduction + neutralization
	100% renewable energy usage in the NRI Group	
Scope 3	Reduce NRI Group's Greenhouse gas emissions by **30%** by FY2030 (Compared to FY2019)	

*1 Residual emissions :
Emissions that cannot be reduced in the NRI Group's value chain at the time of the net-zero targets
*2 Neutralization :
Canceling out residual emissions through the use of carbon dioxide removal technologies and other means

Progress

<Targets related to greenhouse gas>

Indicators related to near-term targets (FY2030 targets)	unit	FY2019	FY2021	FY2022	FY2023
CO_2 emissions (Scope1＋2)	1,000t-CO_2	0	30	20	8
Reduction rate (compared to FY2019)	%	(Base year)	50.1	65.5	86.3
Electricity usage	1,000kWh	121,926	118,616	137,631	128,696
Renewable energy consumption amount	1,000kWh	886	59,968	99,909	122,114
Renewable energy usage rate	%	0.7	50.6	72.6	94.9
CO_2 emissions (Scope3)	1,000t-CO_2	180	152	190	218
Reduction rate (compared to FY2019)	%	(Base year)	15.8	-5.4	-20.8

Indicators related to long-term targets (FY2050 targets)	unit	FY2019	FY2021	FY2022	FY2023
CO_2 emissions (Scope1＋2＋3)	1,000t-CO_2	241	182	211	226
Reduction rate (compared to FY2019)	%	(Base year)	24.4	12.4	6.0
Coverage		a	a	a	a

<Targets related to energy-saving>

Reduction in electricity usage by energy saving initiatives at data centers

	unit	FY2023
Reduction in electricity usage (compared to FY2023)	1,000kWh	(Base year)
Coverage		c-*

* c-：NRI's data centers in Japan

Climate Change (Disclosure based on TCFD) E02D

▶Action to mitigate climate change

Mitigating climate change through products and services

"Shared Online Services"

Due to concerns about the power consumption of the entire IT service industry, we believe it's important to curb power usage throughout our entire value chain, including client companies. Increased sales of the shared online services provided by NRI can be expected to reduce the overall CO_2 emissions of society, and we consider this to be the “Avoided Emissions” by NRI. The use of shared online services can dramatically reduce CO_2 emissions compared to a situation where companies operate equivalent systems separately.

In FY2023, we reviewed our logic for calculating avoided emissions, according to the guidelines of the WBCSD. In FY2023, the avoided emissions through our shared online services was [48,772] tons.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Green revenues (revenues of business platforms)	billions of yen	103.6	102.9	108.4	128.5	137.4
Sales ratio	%	19.6	18.7	17.7	18.6	18.6
Coverage		a	a	a	a	a

Efforts for saving energy

At NRI Group data centers that consume a vast amount of power, we have been working to reduce power consumption since FY2020 via efforts such as the on-site installation of solar panels, the use of free cooling systems*, and optimization of air conditioning based on machine learning. As a result of continuing these efforts, we plan to further reduce our power usage by 1 million kWh by FY2030 (compared to FY2023).

* A system that directly chills cooling water by using the outside air when the weather is cold. This reduces the power consumption required to cool servers.

Climate Change (Disclosure based on TCFD) E02D

Contributing to climate change mitigation via government and regulation

The NRI Group is working with stakeholders to achieve the goals of the Paris Agreement.
The NRI Group provides policy recommendations on government level climate change strategy as a think tank, not only climate change strategy for our own company, and conducts examinations into government legislation as part of our consulting service for government institutions.
We also engage in environment-related policy. By appropriately reviewing the opinions of internal experts and appointing these experts as members of the Sustainability Activities Committee, chaired by a Senior Managing Director, we regularly confirm that our policy influencing activities are consistent with the NRI Group's climate change policy and aligned with the goals of the Paris Agreement.

We believe that the decarbonization of society at large is required in order to achieve Japan's medium-to long-term GHG reduction targets promoted by the government. In March 2022, we endorsed the GX (Green Transformation) League Basic Concept, and in March 2023, we declared our intention to join the GX League.
The GX League is a joint initiative between government and the private sector that invites the participation of companies with the goal of limiting global warming to 1.5°C, which is enshrined in the Paris Agreement. It requests companies to set voluntary targets for reducing greenhouse gas emissions, and promotes policies for stimulating trade in carbon credits and establishing a market for doing so. From FY2022, NRI serves as the secretariat and overall coordinator of the GX League. We absorb the diverse needs of Japanese companies toward the realization of GX and reflecting them in policy. The GX League takes three actions (coordination with startups to create business opportunities, working groups on the formulation of market rules, and voluntary emissions trading), and NRI contributes to GX over the entire Japanese society via our think tank and consulting functions. In regard to voluntary emissions trading, the first phase of GX-ETS started from FY2023, and NRI is in charge of system design and administration as secretariat. We are also building a system to enable companies to report and trade emissions. GX-ETS is still at the trial stage in the first phase, but is positioned as an important national measure for achieving GX and is scheduled to start full operation from FY2026. In regard to working groups on the formulation of market rules, various working groups have been established (such as a working group for creating a market for GX talent, a working group for investigating the added value of green products, and a working group for investigating the voluntary disclosure of carbon credit information), and companies have been involved in debate on how decarbonization can be achieved. One of the results of these efforts has been the “Basic Policy on Disclosure and Evaluation of Climate-related Opportunities” issued by the GX Business Working Group in March 2023 as a policy on disclosing avoided emissions. Other results include the “Examples of Utilizing Avoided Emissions at Financial Institutions” issued in December 2023 and “Virtual Examples for Recommended Disclosure of Avoided Emissions at Operating Companies” issued in May 2024, which NRI supported debate on as secretariat.
NRI supports the GX League in its aim to achieve carbon neutrality in Japan by the year 2050.

Climate Change (Disclosure based on TCFD) E02D

Contribution of climate change mitigation to industry associations

The NRI Group promotes and expands efforts for tackling climate change via participation in sustainability related initiatives such as following the Paris Agreement and contributing to the medium to long-term reductions to greenhouse gas emissions promoted by the Japanese government, via a wide range of partnerships with industry groups both in Japan and overseas. With respect to participation in each initiative (industry group), the Sustainability Activities Committee, chaired by a Senior Managing Director, regularly reviews whether it is consistent with our fundamental policies and initiatives on climate change and whether consistency with the Paris Agreement can be ensured.

1. Japan accounts for the majority of NRI Group power consumption and greenhouse gas emissions, and we are engaging with government policy based on the recognition that the expansion of the renewable energy market in Japan is also important for achieving the environmental targets of the NRI Group. As part of these activities, we requested that the renewable energy target for 2030 defined in the Basic Energy Plan be raised from 22 - 24% (at that time) to 40 - 50% in the Japan Climate Initiative in January 2021.
In June 2022, we requested that the Clean Energy Strategy that was planned to be formulated focus on promoting the development of renewable energy such as wind power generation and solar power generation, and allow 40 - 50% to be adopted by the year 2030. In April 2023, we appealed for the early adoption of highly effective carbon pricing and acceleration in the adoption of renewable energy.

2. NRI has participated in WBCSD since 2019, a CEO association of approximately 200 companies aiming for sustainable development, which works together to contribute to the shift to a sustainable society. From 2022, we have been involved in two projects regarding climate change: the “Partnership for Carbon Transparency” and “Avoided Emissions”. Details of each project are indicated below.

■PACT (Partnership for Carbon Transparency)
We participated in the "Implementation scale-up program" demonstration experiment for scaling up the Pathfinder Framework (guidelines for disclosing emissions) issued in January 2023 for adoption in operations. As a lead company that exchanges PCF data with suppliers, NRI utilized its carbon tracing system developed to track greenhouse gas emissions (NRI-CTS) to calculate the carbon footprint of products based on actual measurements and linked data with NRI suppliers Hitachi and Eizo.
The results of this project were disclosed to parties in various sectors related to climate change at the New York Climate Week event held in September 2023.

■Avoided Emissions
As part of our efforts for the Avoided Emissions project, we calculated the CO_2 reductions of our clients using shared online services as NRI contributions to reducing emissions, according to the calculation guidelines of the WBCSD. In order to calculate these reductions, we exchanged opinions with the secretariat of the WBCSD Avoided Emissions project, and confirmed that the method used by NRI for calculating contributions to reduced emissions is in line with the calculation guidelines of the WBCSD.
We also promote cooperation between the GX League (where we are the secretariat) and the Avoided Emissions project of the WBCSD in order to formulate national rules that conform with global standards.
WBSCD believes it important to keep pace with government and policymaking authorities, and these guidelines were formulated according to European Commission steps for making it mandatory to formulate transition plans in line with the 1.5°C scenario in the Corporate Sustainability Reporting Directive (CSRD). NRI also endorses this stance for transitioning the world in line with the 1.5°C scenario, and participates in the project.

3. NRI joined the SBT Campaign 2023-2024 held by the CDP international environmental NGO, as a CDP supply chain program member. This campaign involving 367 companies including NRI globally, encouraged approximately 2,100 high-emitting companies to set greenhouse gas emission reduction targets based on scientific evidence (Science Based Targets) in line with the 1.5°C scenario.

Because the NRI Group plays a central role in all the industry groups that we belong to, the viewpoints of such groups all match the climate change strategy of the NRI Group. As feedback on the activities of the groups that we belong to is given to the Sustainability Activities Committee, the Sustainability Activities Committee has confirmed that those activities are compatible with the strategy of our company.
Should any differences arise between the stance of the NRI Group and views of organizations we belong to, the Sustainability Committee and Sustainability Activities Committee will investigate whether to remain in or depart from those organizations.

Climate Change (Disclosure based on TCFD)

Efforts to reduce Scope 1+2

To reduce Scope 1 + 2 emissions, we promote efforts in terms of energy saving measures and the adoption of renewable energy. The NRI Group has acquired ISO 14001 certification, an international standard on environmental management systems, for its data centers, which are its main sources of CO_2. At our main offices in Japan, we promote the adoption of the unique NRI-EMS environmental management system, as well as improvement activities. We have also engaged continuously in efforts to reduce greenhouse gas emissions, from moving our systems to a new data center with better environmental performance, to moving our main offices, including our Head Office, to office buildings with better energy efficiency. In March 2023, Tokyo Data Center I was certified as a top-level facility* for the Tokyo Cap-and-Trade Program established by the Tokyo Metropolitan Government.

*The Tokyo Cap-and-Trade Program of the Tokyo Metropolitan Government certifies business operators making outstanding efforts to tackle global warming as either top-level facilities or near-top-level facilities.

In regard to the adoption of renewable energy, NRI joined RE100 in 2019, and in FY2021, we switched to using renewable energy at all of our data centers in Japan with the largest power consumption. In the same year, we also adopted renewable energy at our Headquarters and the Yokohama Center, which are our main offices. At first, our goal was to entirely switch our power consumption to renewable energy by FY2050, but looking ahead to future tightening of regulations and with the goal of increasing our competitiveness, we brought forward our goal to FY2030.

Efforts to reduce Scope 3

We recognize that reducing Scope 3 emissions is critical for achieving net zero throughout the value chain in FY2050. We have been promoting efforts for reducing Scope 3 emissions based on the following three major efforts from FY2022.

(1) Practice of sustainable procurement (preparing various policies and a code of conduct, and working toward their adoption at business partners)
<Main efforts>
- Formulating the NRI Group Procurement Policy
- Deploying the NRI Group Business Partner Code of Conduct and obtaining signed agreements
- Self-assessments at major business partners and follow-up interviews

The NRI Group contributes to building sustainable futures together with our business partners via procurement activities based on the NRI Group Procurement Policy, in addition to environmentally-friendly procurement activities. That is why we formulated the NRI Group Business Partner Code of Conduct. It includes items related to the environment and requests all of our business partners to make efforts that consider the environment.

(2) Engagement (promoting assistance for setting greenhouse gas reduction targets for business partners)
<Main efforts>
- Providing business partner assistance regarding the setting of greenhouse gas emission reduction targets
- Holding briefing sessions and workshops for business partners

In order to accelerate cooperation with business partners to aim for business growth and the building of sustainable futures, we have been assisting efforts at our business partners from FY2022. In FY2023, we held sustainability-oriented lectures for deepening understanding on the meaning of these efforts, workshops for assisting the calculation of greenhouse gas emissions and setting reduction targets at business partners, and events for dialog between people in charge of promoting sustainability efforts at their respective companies. 58 people from 37 companies participated in the “NRI Net-Zero Journey Camp” dialog event held in fall 2023, and all participants gave a positive response of “Very useful” or “Useful” when asked the question “How useful was this event to promoting sustainability/environmental efforts at your company?” in a questionnaire after the event.

Climate Change (Disclosure based on TCFD)

(3) Revision of Scope 3 calculation method

<Main efforts>

・Participating in the CDP supply chain program*
・Visualizing the status of efforts at business partners
・Collecting emissions data for business partners
・Reviewing the calculation method (base units)

From FY2021, we have participated in the CDP supply chain program and received greenhouse gas emissions data from various companies including business partners participating in the program. Going forward, we will adopt a more accurate calculation method (revising the simple calculation method used up until now) and utilize the data derived to identify Scope 3 emissions.

* One of the environmental information disclosure programs operated by the international environmental NGO called "CDP". The CDP requests environment-related information from the suppliers of member companies participating in the supply chain program, and analyzes and gives feedback on the collected data.

These efforts for encouraging our business partners in order to reduce Scope 3 emissions were recognized as we were selected for the top leaderboard in the CDP supply chain engagement evaluation. (We have been selected since 2019)

Transition Plan towerd Net-Zero

In addition to the above existing initiatives, we plan to implement the following measures to achieve net zero in FY2050.

(1) Key measures by 2030

・Enhancement/diversification of renewable energy procurement (Scope2)
・Optimization of energy consumption at data centers (Scope1+2)
・Refinement of Scope 3 calculation method (Scope3)
・Cooperation/assistance to reduce emissions at business partners (Scope3)
・Implementing priority procurement

(2) Long-term measures by 2050

In addition to the above:

・Continued efforts for enhancing renewable energy procurement and optimizing energy consumption at data centers
・ Neutralization via carbon removal technologies and forest absorption measures (Scope 1, 2, and 3)
  * Including offsetting through the purchase of carbon credits
・Strengthening cooperation with business partners (enhancing priority procurement, etc.)

References

Sustainability Briefing
https://www.nri.com/en/sustainability/management/esg/2018
Sustainability Dialogue with Business Partners
https://www.nri.com/en/sustainability/management/sustainability_dialog_with_business_partners
Greenhouse Gas Emissions Reduction Targets
https://www.nri.com/en/sustainability/environment/data
NRI Green Style activities
https://www.nri.com/en/sustainability/environment/greenstyle
Addressing Climate Change and Preservation/Restoration of Natural Resources (TCFD/TNFD
https://www.nri.com/en/sustainability/environment/tcfd

Greenhouse Gas Emissions - Data E03D

▶Greenhouse gas emissions

GHG emissions (Scope1, Scope2)		unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Direct GHG emissions (Scope1)	Total	1,000t-CO_2	1	1	1	1	1	✔
Japan		1,000t-CO_2	1	1	1	1	1	✔
Overseas		1,000t-CO_2	0	0	0	0	0	✔
Indirect GHG emissions (Scope2)*1		unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Market Based	Total	1,000t-CO_2	58	53	28	19	6	✔
Japan		1,000t-CO_2	56	53	28	12	5	✔
Overseas		1,000t-CO_2	2	0	0	6	0	✔
Locatoin based	Total	1,000t-CO_2	58	57	55	63	60	✔
Japan		1,000t-CO_2	56	56	53	56	57	✔
Overseas		1,000t-CO_2	2	1	1	6	3	✔
Total emissions(Scope1＋2)		unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Market based	Total	1,000t-CO_2	60	55	30	20	8	✔
Japan		1,000t-CO_2	58	55	29	14	7	✔
Overseas		1,000t-CO_2	2	0	0	6	0	✔
Location based	Total	1,000t-CO_2	60	59	57	64	62	✔
Japan		1,000t-CO_2	58	57	55	57	58	✔
Overseas		1,000t-CO_2	2	1	1	6	3	✔
	Coverage*1		a-	a-	a-	a-	a-	

*1 Among the scope of the coverage of Scope 2, the electricity usage is a (NRI Group), cooling, steam · heat is b (NRI Group companies with a head office in Japan)

GHG emissions (Scope3)		unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Indirect GHG emissions (Scope3)		1,000t-CO_2	180	133	152	190	218	✔
Category1	Purchased goods and services	1,000t-CO_2	91	97	112	126	148	✔
Category2	Capital goods	1,000t-CO_2	15	16	23	36	33	✔
Category3	Fuel-and-energy-related activities	1,000t-CO_2	10	10	10	11	10	✔
Category6	Business travel	1,000t-CO_2	24	1	3	10	16	✔
Category7	Employee commuting	1,000t-CO_2	4	3	1	1	2	✔
Category11	Use of sold products	1,000t-CO_2	34	4	1	2	6	✔
Category12	End of life treatment of sold products	1,000t-CO_2	0	0	0	0	0	✔
	Coverage		a-	a-	a-	a-	a-	

Notes :
1. Among the scope of the coverage of category 3 fuel-and-energy-related activities, the electricity usage is a (NRI Group), cooling, steam · heat is b (NRI Group companies with a head office in Japan)
2. Past figures are shown as figures for which impacts due to important acquisitions, etc. have been recalculated according to "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Chapter 5. Tracking Emissions Over Time."

GHG emissions per net sales (Scope 1+2)	unit	FY2019	FY2020	FY2021	FY2022	FY2023
GHG emissions per net sales	t-$CO_{2/}$ Millions of Yen	0.133	0.114	0.100	0.030	0.011

Energy Consumption - Data E04D

Energy consumption amount

Energy consumption amount		unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Energy consumption amount		1,000kWh	154,125	148,604	145,082	163,671	153,776	✔
Electricity	(A)	1,000kWh	121,926	119,574	118,616	137,631	128,696	✔
Kerosene		kl	52	0	0	0	0	✔
Diesel		kl	113	137	110	104	122	✔
Gas		1,000m^3	644	587	589	568	571	✔
Cooling, steam, heat		1,000GJ	80	72	64	64	62	✔
Renewable energy consumption amount *	(B)	1,000kWh	886	3,926	59,968	99,909	122,114	✔
Renewable energy utilization rate	(B/A)	%	0.7	3.3	50.6	72.6	94.9	✔
Coverage			a	a	a	a	a	

* Total amount of electricity generated from in-house solar power generation (solar power) , renewable energy electricity menu, FIT NFC and EACs.

Data center energy consumption

Data center electricity consumption		unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Data center electricity consumption	(A)	1,000kWh	95,779	95,523	95,220	96,560	98,576	✔
Renewable energy consumption amount *	(B)	1,000kWh	75	1,570	54,180	91,662	98,576	✔
Renewable energy utilization rate	(B/A)	%	0.1	1.6	56.9	94.9	100.0	✔
Scope of data center coverage		%	100	100	100	100	100	

Data center energy consumption		unit	FY2019	FY2020	FY2021	FY2022	FY2023
Data center energy consumption amount	(C)	1,000kWh	106,644	104,810	101,629	98,626	100,301
Renewable energy utilization rate	(B/C)	%	0.1	1.5	53.3	92.9	98.3
Scope of data center coverage		%	100	100	100	100	100

* Figures include solar power generation (all for in-house consumption at Tokyo Data Center I and Osaka Data Center Ⅱ) and renewable energy electricity menu

Biodiversity (Disclosure based on TNFD) E05D

Policy on biodiversity

Policy on biodiversity

The NRI Group has formulated the NRI Group's Biodiversity Policy based on a recognition that the conservation of biodiversity and sustainable use of bioresources are essential for conducting business activities, and we use the framework of the TNFD to understand dependencies and impacts and identify risks and opportunities related to nature.

Scope of this policy
All directors, officers and employees of NRI Group
Reference
The NRI Group's Biodiversity Policy https://www.nri.com/en/sustainability/environment/biodiversity

Governance

Governance system

Officer in charge
Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director
Responsible committee
Sustainability committee
Governance structure
The NRI Group identifies "contribute to global environment" as a materiality issue, and we position it as an important management issue related to corporate value. As our governance system, we have established the Sustainability Committee, which is headed by the director in charge of promoting sustainability management, and supervised by the Board of Directors. The Sustainability Activities Committee is a subcommittee below the Sustainability Committee, and it sets targets, investigates/promotes policies, and considers the disclosure of information, among other efforts. The results of the investigations and details on the activities are reported to the Board of Directors periodically.

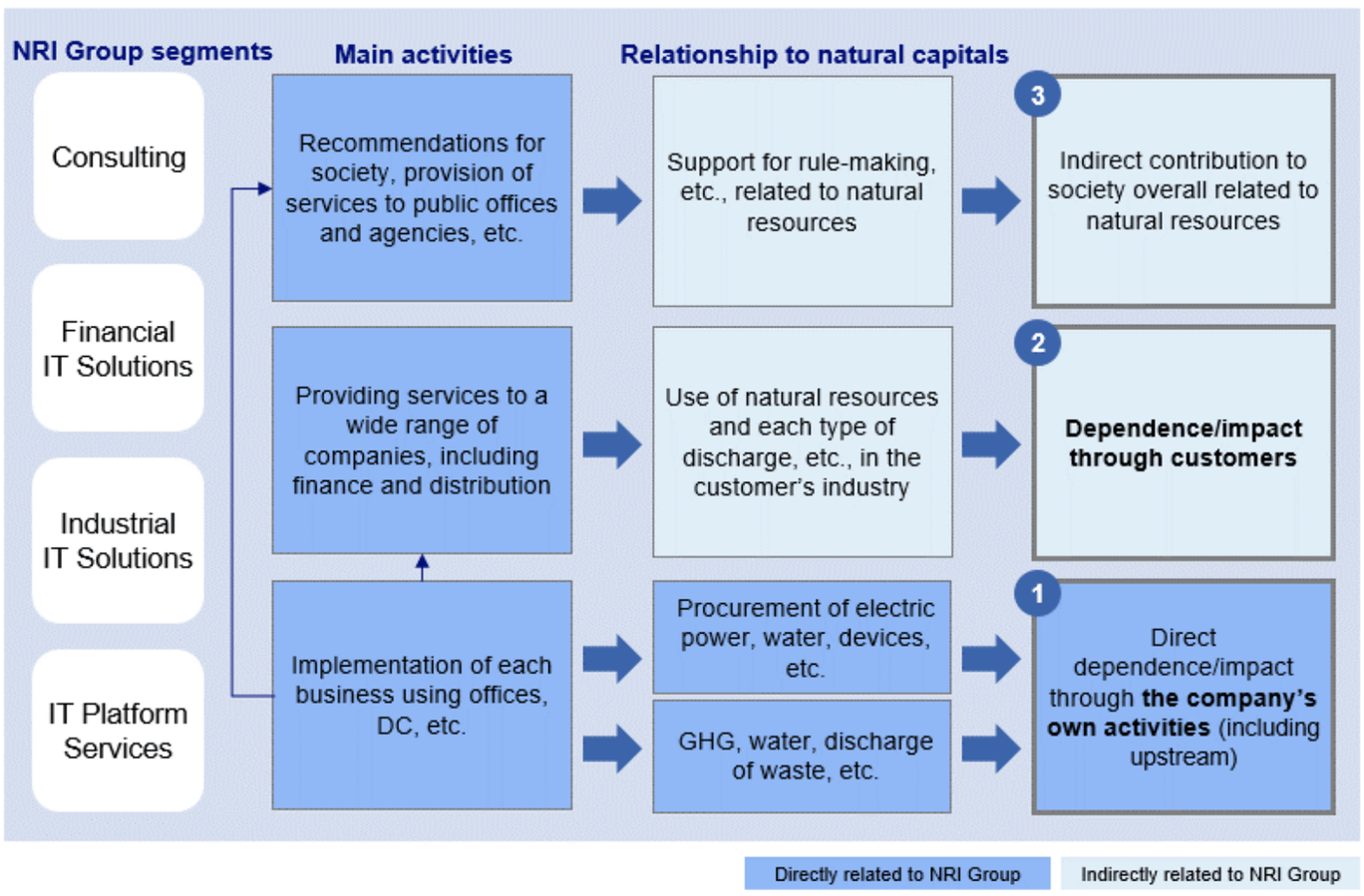
Biodiversity (Disclosure based on TNFD) E05D

▶Strategies

Recognition of points of contact with nature

Since July 2022, the NRI Group has participated in the TNFD Forum and advancing scenario analysis, with the Locate, Evaluate, Assess, Prepare (LEAP) approach outlined in the TNFD disclosure framework as a reference.
In conducting the analysis, the NRI Group first grasped the general points of interaction between its business and nature. Specifically, the NRI Group's value chain was laid out to provide an understanding of the relationship of dependency and impact each element has on nature, with tools such as ENCORE* as a reference. As a result, three main points of interaction were identified. These are (1) interaction related to Data Center and office use (including upstream in the value chain such as energy and equipment procurement), (2) interaction with recipients of services such as IT solutions and consulting (downstream in the value chain), and (3) indirect interaction through societal change initiatives like recommendations for society and consulting services.

Points of contact between the NRI Group's business and nature



* ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure): A web-based tool provided by Natural Capital Finance, among others, which allows understanding of the potential dependencies and impact on nature of 157 industries based on GICS. It is also used by TNFD as a useful tool for referencing in Scoping and the Locate step of LEAP, etc.

Identification of risks and opportunities for the NRI Group based on LEAP analysis

Based on these results, further examination was conducted in FY2023 to identify nature-related risks and opportunities. During the Locate and Evaluate stages, the NRI Group's relationship of dependence and impact on nature, including geographical information, was investigated in more detail. Using tools such as ENCORE, it was found that the NRI Group primarily impacts nature through water usage, waste disposal, and greenhouse gas emissions in Data Centers and offices. In particular, it was confirmed that the Data Centers are highly dependent on water resources. The detailed impact of greenhouse gas emissions is as described in the previously mentioned TCFD scenario analysis. Regarding water and waste disposal, the amounts are minimal compared to overall regional emissions, and it is currently believed that the NRI Group's operations alone do not significantly alter the state of nature. In addition, some of the NRI Group's sites are adjacent to wildlife conservation areas, but there has been no immediate impact on these areas due to the Group's operations. The impact on nature at these sites will continue to be monitored closely.
In the Assess stage, considering the interactions and dependencies/impact on nature mentioned above, a scenario analysis was conducted to understand the potential future risks and opportunities for the NRI Group. The following risks and opportunities were identified as a result of the analysis.
In the Prepare stage, based on the above analysis results, the goals outlined in the "Indicators and Targets" section were set. As TNFD recommends setting science-based targets for nature (SBTs for Nature), we will continue to monitor these trends and conduct further analysis, periodically revising the targets as needed.

Biodiversity (Disclosure based on TNFD) E05D

Risks, opportunities, and financial impact related to natural capitals for the NRI Group

Related natural capitals	Category		Scope of dependence/impact	NRI's risks/opportunities						
				Classification	Impact	Rate of occurrence *1	Degree of impact *2			Measures (in the case of risk)
							Short term	Medium term	Long term	
Water	Transition	Legal restrictions	(1) Dependence/impact through the company's activities	Risk	Increase in NRI's costs due to measures to comply with regulations related to water	Medium	1	1	1	Use of rain water, cyclical use of waste water, use of recycled
	Transition	Technology	(1) Dependence/impact through the company's activities	Risk	Increase in NRI's costs due to the introduction of new technologies to reduce the burden on water	Medium	1	1	1	Careful review at the time new technology is introduced
	Physical	Acute	(1) Dependence/impact through the company's activities (2) Dependence/impact through customers	Risk	Impact of floods (damage to NRI, business partners, and customers) * This risk has been recognized in the previously indicated TCFD scenario analysis					
	Physical	Chronic	(1) Dependence/impact through the company's activities	Risk	Increase in NRI's procurement costs and interruption of business due to water resource	Small	1	1	1	Periodic confirmation and preparation regarding water risks
			(2) Dependence/impact through customers	Risk	Increase in customer costs and decrease in NRI orders due to water resource usage restrictions and depletion	Small	1	1	1	Increased consulting related to water resources
Waste	Transition	Legal restrictions	(1) Dependence/impact through the company's activities	Risk	Increase in NRI's costs due to measures to comply with regulations related to waste	Medium	1	1	1	Selection of recyclable materials, increase of the recycling rate
	Transition	Technology	(1) Dependence/impact through the company's activities	Risk	Increase in NRI's costs due to the introduction of new technologies to reduce waste	Medium	1	1	1	Careful review at the time new technology is introduced
Natural capitals (overall)	Transition	Market	(1) Dependence/impact through the company's activities	Risk	Decline in NRI's reputation and loss of talented personnel due to insufficient consideration and approach to nature	Medium	1	2	2	Setting goals, conducting more sophisticated analysis, and strengthening transmission of information regarding natural resources
			(2) Dependence/impact through customers	Risk	Changes in the terms and conditions for transactions from customers related to measures	Large	1	1	1	Dialogue with customers aimed at early and appropriate
				Opportunity	Increase in NRI's consulting and IT solution sales aimed at achieving nature positivity	Medium	2	2	3	–
			(3) Indirect contribution to society overall	Opportunity	Contribution to societal transformation through dissemination of information and recommendations for society related to nature positivity	Medium	2	2	3	–

*1 May occur by FY2030.
Large: Anticipated to be high (roughly 50% or more)
Medium: Anticipated to be low (less than roughly 50%)
Small: Anticipated to be extremely small (less than roughly 5%).

*2 The year's maximum impact on finances if things remain the same and risks are not addressed.
3: 10 billion yen or more; 2: 1 billion yen to 10 billion yen; 1: less than 1 billion yen.
Further, it is assumed that the degree of impact will fluctuate over time depending on policy trends and business scale.
Short-term: FY2024-FY2025, Medium-term: FY2025-FY2030, Long-term: FY2030-FY2050 and beyond FY2050

▶Managing risks and impacts

Method for managing risks and impacts

In managing the overall risks of the NRI Group, an officer responsible for risk management is appointed, and the Integrated Risk Management Office is established as the risk management department. The Integrated Risk Management Office is responsible for building and maintaining the risk management framework, and for identifying, evaluating, and monitoring risks, and for organizing the overall risk management structure. The Integrated Risk Management Committee, chaired by the officer responsible for risk management, meets twice a year to evaluate the PDCA cycle of risk management and deliberate on risk response measures, reporting the results to the Board of Directors.
Specifically, the risks that may arise in the execution of the NRI Group's business are classified into 13 categories, and risk items are set for each risk classification. The risk items are periodically evaluated by the department in charge of risk management, and the risk items, importance, and impact are reviewed. Of the 13 risk classifications, those recognized as particularly important each fiscal year are selected as "key themes for risk management" by the Integrated Risk Management Committee. One of the risk classifications is management strategy risk, and this includes risks related to sustainability management (such as tackling climate change), including risks related to natural resources.
To respond to the risks and opportunities related to natural resources, we have established the Sustainability Activities Committee as an organization mainly for promoting sustainability management separately from the Integrated Risk Management Committee. Since FY2018, the Sustainability Activities Committee has been considering the status of the external environment and initiatives to investigate and decide on measures for countering related risks, in order to identify, evaluate, and respond to risks and opportunities related to natural resources. Important items for consideration regarding risks and opportunities related to natural resources are reported to the Sustainability Committee, which investigates and makes decisions.

Biodiversity (Disclosure based on TNFD) E05D

▶Indicators and Goals

Nature capital-related targets

Targets

The NRI Group has identified “contribute to global environment” as a materiality issue, and aims to consider natural resources and contribute to the creation of a sustainable global environment in its vision for the year 2030. We recognize the importance of conserving biodiversity and tackling climate change in the long term, and have formulated targets regarding greenhouse gas emissions, the reduction of waste, and the reduction of water resource usage.
For targets related to greenhouse gas emissions, see “Climate change (disclosure based on TCFD) - Indicators and Goals” on P.99.

Waste 1. Reduce the amount of final waste disposed by the NRI Group by 10% by FY2027 (compared to FY2022)

	unit	FY2020	FY2021	FY2022	FY2023
Final waste disposal volume	t	33	65	79	23
Coverage		b	b	b	b

Water 2. Reduce the amount of water used at NRI data centers by 10% by FY2030 (compared to FY2013)

	unit	FY2013	FY2021	FY2022	FY2023
Clean water usage	1,000m3	183	111	122	136
Coverage		c-*	c-*	c-*	c-*

* c-：NRI's data centers in Japan

▶Efforts for the conservation and sustainable use of natural resources

Efforts for reducing the amount of waste disposed

The NRI Group collects and manages data at sites where an environmental management system has been adopted, and is investigating possibility of reducing waste. Because the NRI Group is involved in the consulting and IT solution business, it does not manufacture devices, and the amount of waste directly generated by its business activities is very small. Most of the waste generated by the NRI Group is waste plastic caused by office restructuring, and the majority of such waste is appropriately recycled. In order to reduce the small amount of final waste that we dispose, we adopt subcontractors with a high rate of recycling to handle our waste disposal.
The NRI Group also conducts R&D into the creation of ideal rules for society and platforms for achieving a recycling-oriented society. Specific efforts include investigation into rules for the disclosure and usage of information related to the traceability of recycled materials, and surveying and research into trends at major global players regarding the use of recycled materials and procurement policies. These efforts will enable us to propose the reduction of waste in society overall and the creation of a recycling-oriented society. For an overview of research and development expenses, see “Research and development situations” on P.69.

Efforts for the effective use of water resources

The NRI Group owns data centers in Japan to provide outsourcing services of IT solutions and shared online services. Data centers account for the majority of the water used by the entire NRI Group. We do not locate our data centers in regions subject to significant water stress.
The devices located in our data centers are becoming more advanced and higher performance each year. This leads to increased heat emitted by the devices, and we utilize water resources for cooling to ensure the stable operation of the devices. To ensure the efficient use of water resources, the data centers of the NRI Group use rain water and recirculate wastewater, and we are considering the use of externally sourced recycled water.
Because the water resources used at our data centers are mainly used for cooling our devices, the water is not significantly polluted, and we do not generate industrial wastewater. Wastewater from our data centers and offices is appropriately discharged via the sewer system.

Resource Use, Waste - Data E06D

Water resources

Water use	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Water use (total)	1,000m^3	185	154	152	154	174	
Water works	1,000m^3	185	154	152	154	174	✔
Recycled water	1,000m^3	–	–	–	–	–	
Coverage*		b-	b-	b-	b-	b-	

* b-: The scope of the coverage is NRI Group data centers and centers

Waste water	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Waste water (total)	1,000m^3	34	32	32	32	34	✔
Coverage*		c-	c-	c-	c-	c-	

* c-: The scope of the coverage is NRI Group's data centers

Paper resources

Paper use	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Paper use (Business paper)	t	174	80	62	31	55	✔
Coverage*		b-	b-	b-	b-	b-	

* b-: The scope of the coverage is NRI Group data centers, centers and part of offices

Waste paper	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Waste paper (total)	t	173	95	90	88	73	✔
Recycle rate	%	100	100	100	100	100	✔
Coverage*		b-	b-	b-	b-	b-	

* b-: The scope of the coverage is NRI Group data centers, centers and part of offices

Waste

Waste disposed	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Waste disposed (total)	t	539	418	1,007	695	470	✔
Recycle rate	%	95.4	92.1	93.5	88.6	95.1	✔
Coverage*		b-	b-	b-	b-	b-	

* b-: The scope of the coverage is NRI Group data centers, centers and part of offices

NRI Green Bond (3rd Unsecured) - Data

E07D

Outline of NRI Green Bond

We have announced our corporate statement of "Dream up the future" and promote ESG initiatives for improving corporate value. One example of NRI-style ESG initiatives are the NRI Green Bonds (Nomura Research Institute, Ltd. 3rd series unsecured corporate bonds) issued in September 2016. By issuing NRI Green Bonds, we aim to lead the realization of a sustainable future society by encouraging green investment in Japan and putting our green investment into practice.
In May 2021 and April 2022, we sold all of our trust beneficiary rights. Funds from this sale are managed in a dedicated account until they can be allocated to new green projects.
Note: For the latest information, see our official website.

References

NRI Green Bond	https://www.nri.com/en/sustainability/environment/greenbond

▶Status of appropriation of fundraising

Appropriation of procured funds		unit	FY2023
Details of procurement fund and appropriated amount	Total	millions of yen	8,723
Construction of Osaka Data Center II Building 2		millions of yen	4,831
Adoption of "THE STAR" shared online services at Mizuho Securities Co., Ltd.		millions of yen	3,263
R&D and system/service development of NRI-CTS		millions of yen	426
Installation of solar panels at Osaka Data Center II Building 2		millions of yen	53
Installation of solar panels at Tokyo Data Center I		millions of yen	97
Installation of solar panels at Osaka Data Center II Administration Building		millions of yen	54
Procurement fund balance		unit	FY2023
Procurement fund balance at start of period		millions of yen	1,682
Procurement fund balance at end of period		millions of yen	1,277

▶Impact Reporting

Status of energy efficiency bussiness (Data Center)

In July 2021, NRI decided to make the construction project for Osaka Data Center II Building 2 (O2DC) a qualified green project. This construction project started in November 2021 and opened in February 2023.

Environmental assessment of target businesses			Assurance
Construction of Osaka Data Center II Building 2	unit	FY2023	
Greenhouse gas emissions (Scope1 +2) at Osaka Data Center II *	t-CO_2／year	94	✔

* The above table shows the results of calculations based on market standards.

Status of energy efficiency (shared online services) business

In September 2022, NRI decided that the development expenses for the STAR adoption project (to enable Mizuho Securities Co., Ltd. to adopt "THE STAR" shared online services) will be deemed to be an additional green project according to the Green Bond Framework, due to its environmental improvement effect. This STAR adoption project was completed in September 2022 and the total amount of funds appropriated from NRI Green Bonds were 3.09 billion yen.

Environmental assessment of target businesses		
THE STAR adoption project for Mizuho Securities Co., Ltd.	unit	FY2023
Reduced CO_2 emissions via shared online services	t-CO_2／year	237

* The effect of Green Bond fund appropriation only, estimated from the maximum power consumption per day. NRI is also adopting renewable energy but the effect of reduction due to the use of renewable energy is not included.

NRI Green Bond (3rd Unsecured) - Data

E07D

Status of businesses preventing and managing pollution

In April 2023, NRI decided to allocate the development expenses for the NRI-CTS and development expenses for future systems and services as the "System/Service Development and R&D to Contribute to Decarbonization" project.

Environmental assessment of target businesses

(1) Service overview of target project

NRI-CTS is a carbon tracing system that enables companies to achieve the effective and timely tracing of GHG related information in their supply chains. Data regarding the use of products and services and regarding corporate activities that emit greenhouse gases is automatically collected via IoT to calculate emissions. Simulating the effect of reducing emissions and comparing target values with performance values enables the process for reducing emissions to be visualized and helps in the formulation of further measures. In order to reflect the achievements of promoting efforts for renewable energy, carbon offsetting, and reducing the unit cost for energy in order to achieve a decarbonized society in Scope 3 emissions in a more timely manner, corporations need to understand their emissions via measurement of their supply chain. NRI-CTS aims to achieve the following four items to help understand emissions via such measurement.

1. Help understand GHG emissions in supply chain based on measured values and trace emissions
2. User friendly interface to enable information to be easily deployed to long tail business partners
3. Simultaneously convey information on energy consumption, offsetting, and accuracy
4. Link with other company efforts regarding Scope 1 emissions

(2) Status of project progress

In FY2022 and FY2023, we also participated as the project manager and solution provider in phase 1 and phase 2 of the proof of concept phase (a technical demonstration of linking solutions based on the Pathfinder Network of WBCSD) for exchanging CO_2 data between companies in order to visualize CO_2 emissions in the supply chain, which was conducted by the Green x Digital consortium headed by the Japan Electronics and Information Technology Industries Association (JEITA), and successfully completed both. In FY2023, it was adopted as an application for sharing due diligence information and calculating carbon footprints to respond to environmental regulations on storage batteries including European battery regulations in the FY2023 Autonomous Driving CASE Response Demonstration and Assistance Project launched by the Green Investment Promotion Organization, with assistance from the Ministry of Economy, Trade and Industry. We conducted connection tests with traceability systems and data distribution systems selected separately.

For more information, please refer to the “References” below.

References

“NRI Develops Carbon Tracing System to Help Identify Greenhouse Gas Emissions in Supply Chains”

https://www.nri.com/en/news/info/cc/lst/2021/1215_1

"NRI Successfully Joins Phase 2 of Proof of Concept for CO_2 Emissions Data Exchange between the 32 Companies of the Green × Digital Consortium" (in Japanese only)

https://www.nri.com/jp/news/info/cc/lst/2023/0809_1

“NRI-CTS Adopted for FY2023 Autonomous Driving CASE Response Demonstration and Assistance Project” (in Japanese only)

https://www.nri.com/jp/news/info/cc/lst/2023/0828_2

“NRI Starts Providing NRI-CTS System for Tracking, Calculating, and Exchanging Greenhouse Gas Emissions to Companies Responding to Environmental Regulations in Europe” (in Japanese only)

https://www.nri.com/jp/news/newsrelease/lst/2024/cc/0514_1

NRI Green Bond (3rd Unsecured) - Data

E07D

Status of Renewable Energy Business

1. Installation of solar panels at Osaka Data Center II Building 2
In July 2022, NRI decided to make the construction project for Osaka Data Center II a qualified green project, and construction finished in February 2023. This project has added 80 kW of new renewable energy (electricity output).

2. Installation of solar panels at Osaka Data Center II Administration Building
In April 2023, NRI decided to make the construction project for Osaka Data Center II a qualified green project, and construction finished in February 2024. This project has added 27 kW of new renewable energy (electricity output).

3. Installation of solar panels at Tokyo Data Center I
In April 2023, NRI decided to make the construction project for Tokyo Data Center I a qualified green project, and construction finished in February 2024. This project has added 100 kW of new renewable energy (electricity output).

Environmental assessment of target businesses			Assur-ance
Installation of solar panels at Osaka Data Center II Building 2	unit	FY2023	
Renewable energy generated by the new facilities of this project	1,000kWh	102	✔
Ratio of renewable energy added by the new facilities of this project to all this data center*	%	0.38	✔
Installation of solar panels at Osaka Data Center II Administration Building	unit	FY2023	
Renewable energy generated by the new facilities of this project	1,000kWh	3	✔
Ratio of renewable energy added by the new facilities of this project to all this data center*	%	0.01	✔
Installation of solar panels at Tokyo Data Center I	unit	FY2023	
Renewable energy generated by the new facilities of this project	1,000kWh	19	✔
Ratio of renewable energy added by the new facilities of this project to all this data center*	%	0.05	✔

* Calculated by dividing the amount of renewable energy generated by this renewable energy project by the total electricity usage of the relevant data center

NRI Sustainability-Linked Bonds (8th series unsecured straight corporate bonds) - Data E08D

Status of KPIs

Assur-ance

NRI has issued "the NRI Sustainability-Linked Bond(SLB)" to implement the code of conduct in "The NRI Group's Environmental Policy". Sustainability-Linked Bonds are financial instruments based on assessments of future performance according to Key Performance Indicators (KPIs) and Sustainability Performance Targets (SPTs) determined beforehand by the issuer. The conditions of the bonds change depending on whether the SPTs set as numerical targets to be achieved for the KPIs are achieved.

The bonds set out 2KPIs as follows.
KPI1 : NRI Group GHG emissions (Scope1＋2)
KPI2 : Renewable energy utilization rate by NRI Group data centers

KPI	Unit	Base year FY2013	Target yaer FY2030	Progress FY2023	
NRI Group GHG emissions (Scope 1 + 2)	1,000t-CO_2	108	30	8	✔
Renewable energy utilization rate in data centers	%	–	70	100.0	✔

Status of SPTs achievement

The bods set out 2SPTs as follows.
・SPT1 : 72% reduction in NRI Group GHG emissions by FY2030 from a FY2013 base-year (Scope1＋2)
・SPT2 : Renewable energy utilization rate by NRI Group data centers by FY2030 : 70%

SPT	Unit	Target yaer FY2030	Progress FY2023
72% reduction in NRI Group GHG emissions by FY2030 from a FY2013 base-year (Scope 1+2)	%	72	92.4
Renewable energy utilization rate by NRI Group data centers by FY2030 : 70%	%	70	100.0

Labor Practices, Diversity - Management Approach

S01M

NRI's approach to material issues

The NRI Group believes that employees respecting each other's diverse values is the cornerstone of a workplace environment where employees can continue to work happily, sound in both mind and body, and that this is indispensable to the company's sustained growth, as it brings about improvements in the productivity and creativity of individual employees and the organization as a whole. In addition, the NRI Group has expanded its overseas business, and one in every three employees works overseas.

Therefore, we promote diversity management under the senior management corporate director in line with international social norms so that our value-diverse employees can become established and active in the NRI Group irrespective of their race, ethnicity, nationality, birthplace, social status, social origin (place of birth), gender, marital status, age, language, disability status, health status, religion, thought, belief, property, sexual orientation (regardless of gender identity) and differences in job types and employment types.

In addition, in order to transform this into growth potential for the company, we are working to create an environment in which employees can demonstrate their abilities fully while also valuing their own health and family life by reducing long working hours and improving work-life balance so that employees can demonstrate their creativity. The above labor policy is communicated to NRI Group's global executives and employees through the "RULE BOOK:Cornerstone Rules of Executive Officers and Employees," distributed annually, along with the NRI Group Employees' Code of Business Conduct (Creating a Good Workplace) and individual rules (Compliance with Labor Management Rules).

In terms of recruitment, too, each individual's various abilities, expertise, and skills are appropriately assessed and decisions made without discrimination based on gender or similar.

In addition to the regular yearly recruitment of new graduates, recruitment is ongoing throughout the year for midcareer hires and opportunities for persons with disabilities. When giving an explanation about the company during hiring, we disclose factual information based on the concept of "RJP" *.

* RJP: an abbreviation of "Realistic Job Preview." Recruitment activity carried out using the idea of communicating to job applicants the truth about both the good and bad aspects of the work, its environment, and the corporate culture.

Labor Practices, Diversity - Management Approach S01M

Priority activities / Medium- to long-term targets

The NRI Group has established the following objectives and is promoting initiatives related to diversity and inclusion.

[Action plans under the Act on Promotion of Women's Participation and Advancement in the Workplace]

(Target: NRI) Term: April 2023 to March 2026

Goals

1. Achieve a 13% or higher ratio of female managers (section managers and department managers, etc.)
2. Achieve a 17% or higher ratio of female employees responsible for projects and business
3. Continue to have a 30% or higher ratio of female hires
4. Achieve a 75% or higher ratio of annual paid leave taken by all employees
5. Achieve a 80% or higher ratio of male employees taking childcare leave

Initiatives

1. Systematically provide female managers and manager candidates with opportunities and promotions
2. Implement training programs to train female employees involved in business decision-making
3. Continue measures for increasing female student applicants
4. Maintain environment and culture for work styles based on the premise of diversity

In addition, we have also established the following objectives and are promoting initiatives related to supporting work-life balance.

[5th Term Action Plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children]

(Target: NRI*)

Goals

1. Promote use of childcare-related systems while facilitating improvements that make them easier to use.
2. Develop a workplace culture that enables diverse talents to flourish, and strive to make improvements in that regard.
3. Further improve the working environment to bring about more satisfactory work-life balance.

Initiatives

1-1. Gain a quantitative and qualitative understanding of circumstances surrounding use of the childcare-related systems and employee preferences in that regard, through questionnaires, interviews and other such means to consider improvement measures.
1-2. Investigating and adopting childcare-related systems for a better work environment
1-3. Continuing to build awareness on childcare related systems for pregnant employees and employees with pregnant partners.
1-4. Support employees returning to work by promoting operations of the in-office nursery school that opened in June 2017. Also, hold regularly scheduled explanatory sessions regarding the nursery school.
2-1. Prevent harassment related to matters such as childcare and nursing care by regularly implementing employment training programs and continue efforts to heighten awareness in that regard.
2-2. Support employees taking care of children and those who have returned to work by providing them with greater opportunity to plan their careers. To such ends, continue to engage in initiatives to support work-life balance, encompassing elements such as training and interviews enlisting supervisors together with employees who are expecting and those who have returned to work after having taken childcare leave.
2-3. Providing training for supervisors and examples of workstyles to foster an easy-to-work environment for employees that return from childbirth/childcare leave.
2-4. Promote greater understanding of diversity by carrying out initiatives that include training sessions and round-table discussions transcending generational divides and job titles.
3-1. Promote flexible working styles such that include telecommuting and utilizing various IT tools.
3-2. Encourage employees to take paid leave through campaigns and other such initiatives.

* Since we received "Platinum Kurumin Special Exception" from August 2018, instead of formulating an action plan, we announced the implementation status of next-generation upbringing support measures to the Ministry of Health, Labor and Welfare "Holding place for supporting work-life balance".

Labor Practices, Diversity - Management Approach

S01M

Progress / Achievements / Challenges

NRI was recognized by the Minister of Health, Labour and Welfare as a company that showed excellence in implementing initiatives encouraging the empowerment of women, receiving Top-Rank Eruboshi Certification (Stage 3). This certification system is based on the Act on Promotion of Women's Participation and Advancement in the Workplace that came into effect in April 2016, and evaluated NRI's achievements in each of the categories of: 1.Recruitment; 2. Continued employment; 3. Work-style, including hours, etc.; 4. Ratio of women in managerial positions; and 5. Career-path variety.

KPI	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Female managers rate *1	%	4.1	5.9	6.5	8.5	9.5	✔
Employment continuation ratio of female / that of male*2	%	77.7	86.3	96.4	99.6	108.4	✔
Ratio of average service years of female / that of male*3	%	79.7	78.8	77.5	78.6	78.1	✔
Female employee hiring rate*4	%	28.2	27.2	33.2	34.1	32.4	
Coverage		c	c	c	c	c	

*1 As of the beginning of each fiscal year (April 1)

*2 As of the beginning of each fiscal year and cover employees hired in the three years preceding the 12-14 fiscal year

*3 As of the end of each fiscal year (March 31)

*4 Calculated based on total value for each year

Link Files

Relating the Act on Promotion of Women's Participation and Advancement in the Workplace
https://www.nri.com/en/sustainability/social/diversity_mgmt#flag2

Action Plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children

Main schemes of NRI for childbirth, parenting and nursing care support
https://www.nri.com/en/sustainability/social/diversity_mgmt#flag3

Labor Practices, Diversity - Data S01D

Employee data

Number of employees (Consolidated)		unit	FY2019	FY2020	FY2021	FY2022	FY2023
Overall	Total number of employees	no. of person	13,278	13,430	16,512	17,394	16,708
	(breakdown)*1 male	no. of person	n/a	n/a	n/a	12,202	11,672
		%	–	–	–	69.4	70.2
	female	no. of person	n/a	n/a	n/a	5,314	4,948
		%	–	–	–	30.6	29.8
	Non-Japanese	no. of person	3,705	3,457	6,208	6,522	5,620
		%	27.9	25.7	37.6	37.5	33.6
By region*1	Japan*2	no. of person	9,495	9,912	10,236	10,798	11,002
		%	71.5	73.8	62.0	62.1	65.8
	(breakdown) male	no. of person	n/a	n/a	n/a	8,090	8,201
	female	no. of person	n/a	n/a	n/a	2,674	2,765
	Europe	no. of person	16	12	13	16	20
		%	0.1	0.1	0.1	0.1	0.1
	(breakdown) male	no. of person	n/a	n/a	n/a	12	16
	female	no. of person	n/a	n/a	n/a	4	4
	Americas	no. of person	328	218	1,063	869	747
		%	2.5	1.6	6.4	5.0	4.5
	(breakdown) male	no. of person	n/a	n/a	n/a	637	552
	female	no. of person	n/a	n/a	n/a	211	192
	Asia	no. of person	1,860	1,903	1,904	1,975	1,402
		%	14.0	14.2	11.5	11.4	8.4
	(breakdown) male	no. of person	n/a	n/a	n/a	1,075	764
	female	no. of person	n/a	n/a	n/a	917	648
	of which China	no. of person	1,244	1,289	1,323	1,318	643
		%	9.4	9.6	8.0	7.6	3.8
	(breakdown) male	no. of person	n/a	n/a	n/a	592	218
	female	no. of person	n/a	n/a	n/a	697	386
	Australia	no. of person	1,579	1,385	3,296	3,736	3,537
		%	11.9	10.3	20.0	21.5	21.2
	(breakdown) male	no. of person	n/a	n/a	n/a	2,388	2,139
	female	no. of person	n/a	n/a	n/a	1,508	1,339
	Overseas total	no. of person	3,783	3,518	6,276	6,596	5,706
		%	28.5	26.2	38.0	37.9	34.2
	(breakdown) male	no. of person	n/a	n/a	n/a	4,112	3,471
		%	–	–	–	73	61.4
	female	no. of person	n/a	n/a	n/a	2,640	2,183
		%	–	–	–	47	38.6
	Coverage		a	a	a	a	a

Note : As of the end of each fiscal year

*1 FY2022, breakdown by gender (Overseas group companies) is separately collected from total number on different timing (2023 Mar/E ~ June/E), so that Number of employees (Consolidated) & Number of employees by region doesn't match with total number of breakdown by gender. Except some group companies. Employees of some overseas group companies are aggregated by the location of the parent company

*2 Total numbers do not match separate numbers for male/female employees, because only items that can be collected/identified are include in the totals

Labor Practices, Diversity - Data

S01D

Number of employees (Non-consolidated)			unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assurance
Overall	Total number of employees		no. of person	6,353	6,507	6,488	6,782	7,206	
	(breakdown) male		no. of person	5,058	5,152	5,080	5,286	5,552	
			%	79.6	79.2	78.3	77.9	77.0	
		female	no. of person	1,295	1,355	1,408	1,496	1,654	
			%	20.4	20.8	21.7	22.1	23.0	
	Average age of employees		age	40.4	40.5	40.6	40.6	40.2	
	(breakdown) male		age	41.2	41.2	41.5	41.5	41.2	
		female	age	37.6	37.6	37.5	37.4	37.0	
	Average years of worked		years	14.7	14.7	14.8	14.6	14.3	
	(breakdown) male (a)		years	15.4	15.4	15.6	15.3	15.0	
		female (b)	years	12.3	12.1	12.1	12.0	11.7	
		(b)/(a)	%	79.7	78.8	77.5	78.6	78.1	✔
	Non-Japanese		no. of person	110	122	112	115	115	
			%	1.7	1.9	1.7	1.7	1.6	
By age	Below 30 years		no. of person	1,258	1,359	1,422	1,539	1,759	
			%	19.8	20.9	21.9	22.7	24.4	
	(breakdown) male		no. of person	889	957	969	1,045	1,158	
		female	no. of person	369	402	453	494	601	
	30-39 years		no. of person	2,047	2,064	1,963	2,009	2,072	
			%	32.2	31.7	30.3	29.6	28.8	
	(breakdown) male		no. of person	1,615	1,624	1,522	1,543	1,581	
		female	no. of person	404	440	441	466	491	
	40 - 49 years		no. of person	1,527	1,497	1,487	1,601	1,728	
			%	24.0	23.0	22.9	23.6	24.0	
	(breakdown) male		no. of person	1,230	1,215	1,230	1,334	1,453	
		female	no. of person	307	282	257	267	275	
	50-59 years		no. of person	1,404	1,432	1,415	1,379	1,341	
			%	22.1	22.0	21.8	20.3	18.6	
	(breakdown) male		no. of person	1,231	1,225	1,184	1,140	1,091	
		female	no. of person	173	207	231	239	250	
	Over 60 years		no. of person	117	155	201	254	306	
			%	1.8	2.4	3.1	3.7	4.2	
	(breakdown) male		no. of person	93	131	175	224	269	
		female	no. of person	24	24	26	30	37	
		Coverage		c	c	c	c	c	

Note: As of the end of each fiscal year

Labor Practices, Diversity - Data

S01D

Number of employees (Consolidated)			unit	FY2022	FY2023
By managers position level	Total number of managers		no. of person	5,519	5,682
		male	no. of person	4,827	4,923
			%	87.5	86.6
		female	no. of person	692	759
			%	12.5	13.4
	of which general manager or higher positions		no. of person	588	603
		male	no. of person	532	527
			%	90.5	87.4
		female	no. of person	56	76
			%	9.5	12.6
	of which manager or higher positions		no. of person	1,543	1,466
		male	no. of person	1,334	1,283
			%	86.5	87.5
		female	no. of person	209	183
			%	13.5	12.5
	of which junior manager excluding general manager and manager positions		no. of person	3,388	3,613
		male	no. of person	2,961	3,113
			%	87.4	86.2
		female	no. of person	427	500
			%	12.6	13.8
	Coverage			a	a

Note : FY2022 = Non-consolidated basis : As of 2022 Apr/B. Overseas group companies : As of 2023 Mar/E ~ June/E
FY2023 = Non-consolidated basis : As of 2023 Apr/B. Overseas group companies : As of 2024 Mar/E

Labor Practices, Diversity - Data

S01D

Number of employees (Non-consolidated)			unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
By managers position level	Total number of managers		no. of person	2,844	2,861	2,875	2,966	3,118	
		male	no. of person	2,642	2,643	2,636	2,692	2,812	
			%	92.9	92.4	91.7	90.8	90.2	
		female	no. of person	202	218	239	274	306	
			%	7.1	7.6	8.3	9.2	9.8	✔
	of which general manager or higher positions		no. of person	224	225	236	245	252	
		male	no. of person	214	215	226	224	226	
			%	95.5	95.6	95.8	91.4	89.7	
		female	no. of person	10	10	10	21	26	
			%	4.5	4.4	4.2	8.6	10.3	
	of which manager or higher positions		no. of person	656	676	705	716	723	
		male	no. of person	629	636	659	655	654	
			%	95.9	94.1	93.5	91.5	90.5	
		female	no. of person	27	40	46	61	69	
			%	4.1	5.9	6.5	8.5	9.5	✔
	of which junior manager *1 excluding general manager and manager positions		no. of person	2,188	2,185	2,170	2,250	2,395	
		male	no. of person	2,013	2,007	1,977	2,037	2,158	
			%	92.0	91.9	91.1	90.5	90.1	
		female	no. of person	175	178	193	213	237	
			%	8.0	8.1	8.9	9.5	9.9	
	of which management positions in revenue-generating functions		no. of person	2,594	2,596	2,607	2,685	2,831	
		male	no. of person	2,416	2,407	2,404	2,455	2,577	
			%	93.1	92.7	92.2	91.4	91.0	
		female	no. of person	178	189	203	230	254	
			%	6.9	7.3	7.8	8.6	9.0	
		Coverage		c	c	c	c	c	

Note: As of the beginning of each fiscal year

*1 Employees in expert positions

Labor Practices, Diversity - Data S01D

▶Workforce breakdown：Nationality (FY2023)

Workforce breakdown：Nationality		Share in nationality	Share in management positions
Total	no. of person	11,002	1,168
Japan	no. of person	10,826	1,165
	%	98.4	99.7
Chinese	no. of person	127	1
	%	1.2	0.1
Korean	no. of person	32	1
	%	0.3	0.1
Others	no. of person	17	1
	%	0.2	0.1
Coverage		b	b

Note: The number of employees is current as of the end of the fiscal year, and the number of managers is current as of the start of the fiscal year (April 1)

▶Employment of persons with disabilities

Promoting employment of persons with disabilities

Assur-ance

NRI has been actively working to recruit persons with disabilities. At NRI Mirai, Ltd., a special subsidiary of NRI, Health Keepers (visually-impaired corporate physiotherapists) fulfill their duties by providing relaxation services to NRI Group employees at massage rooms in place at principal offices.
Office Supporters, comprising of mentally impaired persons, work actively to provide training assistance, digitize documents, deliver internal mail, keep office space in order and look after equipment and fixtures, among other diverse activities. From FY2021, office supporter employees providing hand-drop coffee at the "Sora Cafe Mirai". From FY2022, the scope of work was expanded to the business of the NRI Group, with some data entry work of the financial information database service (IDS) provided by NRI now handled.
We will continue to promote workplace participation of persons with disabilities by discovering further employment opportunities for them.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Number of employees with disabilities	no. of person	166	170	181	191	208	✔
Rate of employees with disabilities*	%	2.45	2.35	2.37	2.42	2.42	✔
Coverage		d	d	d	d	d	

Notes: 1. As of June 1 of each year

2. d: The scope of coverage is based on NRI and its group company to which the special subsidiary system is applied

* Actual employment rate based on "Act on Promotion of Employment of Persons with Disabilities"

Labor Practices, Diversity - Data S01D

Remuneration

Average annual salary

In addition to complying with laws & regulations and upholding the minimum wage, NRI strives to enhance employee's good living by a compensation and wage structure that is appropriate for professionals.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Employee as a whole	1,000 yen	12,352	12,251	12,320	12,421	12,716
Coverage		c	c	c	c	c

Note: Including bonus and non-specified salary

New graduates starting monthly salary	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Master's degree	yen	251,500	251,500	251,500	264,500	304,500
Bachelor’s degree	yen	221,500	221,500	221,500	236,500	276,500
Coverage		c	c	c	c	c

Note: New graduate recruitment employee who joined the first business day of April of that year

Gender Pay Gap	unit	FY2022	FY2023	Assur-ance
All employees	%	69.9	70.8	✔
Full-time employees	%	69.9	70.8	✔
Temporary or part-time employees	%	–	–	
Coverage		c	c	

Base Salary and Total Salary per Employee by Gender (Female : Male)		FY2021	FY2022	FY2023	Assur-ance
Base salary	Experts	1：1.05	1：1.04	1：1.04	✔
	Non-management employees	1：1.15	1：1.14	1：1.12	✔
Total salary	Experts	1：1.07	1：1.06	1：1.05	✔
	Non-management employees	1：1.20	1：1.18	1：1.17	✔
	Coverage	c	c	c	

Note: The same salary system is applid to men and women. Any differences are due to age structure, grade structure, etc.

Labor Practices, Diversity - Data

S01D

▶Promoting diversity and inclusion

Promoting diversity and inclusion

NRI's Diversity & Inclusion promotion activities began with the “NRI Women's Network (NWN)”, an activity for promoting women's advancement that started in FY2008.
Currently, we are engaged in various types of diversity such as differences in careers / specialties, generations, lifestyles such as childcare / nursing / health, and understanding of disabilities / SOGI / cultural differences.
From FY2018, we hold a Diversity & Inclusion Seminar once a year for department managers to explain the necessity of diversity management directly from top management and the importance of communication to promote inclusion.

Promotion of Women's Participation and Advancement

Since FY2008, NRI has been expanding the activities of the NRI Women's Network (NWN), which are based on the three pillars of “support for female employees in developing their careers,” “support for balancing work and parenting,” and “fostering a better corporate culture.”
Rising ratios of female employees and women continuing to work have become the norm, and in recent years NWN activities have focused on "a more professional approach broadening one's career and continuing to play an active role."

We formulated an action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and in FY2016 we started a Leader Development Program and Career Design Seminars to support women's career development. From FY2021, department heads and the personnel department have started progress checks on the appointment of female executive candidates, in order to accelerate the appointment of female executives. We also started quarterly monitoring from FY2023 to ensure that opportunities are systematically provided to female managers/manager candidates (by providing females with practical experience at being responsible for projects and business).
We are also continuously working on childbirth and childcare initiatives, and are proactively encouraging not only the employee undergoing the life-event, but also their supervisor, including through three-party interviews aimed at pregnant employees and their supervisors, training to support balancing work and childcare attended by employees who have returned from childcare leave and their supervisors as a pair, and our "Support for Balancing Work and Childcare Guide Book for Supervisors." In addition, in order to deepen the understanding of male employees, we are working to improve childcare-related systems, provide training, and share childcare know-how for men.
From FY2024, we have also adopted a scheduled discretionary labor system with shorter de facto working hours than the regular discretionary labor system, which will give employees involved in childcare or nursing more flexibility in choosing how they work.

<Main assessments for promotion of women's participation and advancement in the workplace>
・Nadeshiko Brand (2016-2021)
・Highest level (Level 3) Eruboshi Certification (2017)
・Inclusion in the MSCI Japan Empowering Women Index (2017-)

女性が活躍しています！

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

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Labor-management consultation on diversity & inclusion

Through informal gatherings and group negotiations with the Nomura Research Institute Labor Union, NRI continues to engage in dialogue both regularly and irregularly on topics related to its compensation and treatment, personnel system, and work environment. These dialogues also include discussions on important matters concerning diversity management.

Labor Practices, Diversity - Data

S01D

▶Long-term incentives

Long-term incentives for employees

As long-term incentives for employees, NRI has adopted a NRI Group employee stock ownership plan, trust-type employee holding incentive plan, and retirement allowances (retirement lump sum, defined-benefit corporate pension, and defined-contribution pension).

NRI Group employee stock ownership plan

This is an employee benefits system in which employees of the NRI Group (NRI and its consolidated subsidiaries) use a self-determined amount of their salary and bonus to regularly purchase shares in NRI, supporting the creation of medium to long-term assets.
Employees are awarded an incentive in the form of NRI shares amounting to 10% of their contribution.
The NRI Group employee stock ownership plan also encourages employees to hold NRI shares, which serves as an incentive to improve the corporate value of the NRI Group.
In addition, dividends are re-invested in purchases of NRI shares (after tax is subtracted).

Ratio of the number of shares held by the NRI Group Employee Stock Ownership Group to the total number of NRI issued shares (excluding treasury stock): 4.18% (as of March 31, 2024)

Trust-type employee holding incentive plan

In order to provide incentives for raising NRI's corporate value over the medium and long terms, and further expand employee benefit packages, NRI adopts the Trust-type Employee Stock Ownership Incentive Plan.
This plan is an incentive plan for all employees participating in the NRI Group Employee Stock Ownership Group, and those employees will benefit from the rise in the NRI stock price.
NRI has set up a specific trust (the Trust) for the NRI Group Employee Stock Ownership Group with a trust bank, and the Trust takes out loans to purchase in advance the amount of NRI stock that is expected to be purchased over the following two years and ten months. After that, the Trust will continuously sell the NRI stock to the NRI Group Employee Stock Ownership Group. If NRI shares remain in the Trust at the time it is terminated, the shares will be distributed to qualified employees. As a result, employees will benefit from the rise in the NRI stock price over the trust period, which is an incentive for the medium to long-term improvement of corporate value.

Labor Practices, Diversity - Data

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Hire and turnover			unit	FY2020	FY2021	FY2022	FY2023
Number of hires*1	Total		no. of person	1,964	2,832	3,200	2,260
NRI	Total		no. of person	543	622	748	735
	(breakdown)	male	no. of person	406	451	571	529
			%	20.7	15.9	17.8	23.4
		female	no. of person	137	171	177	206
			%	7.0	6.0	5.5	9.1
	(breakdown)	New graduate hires	no. of person	393	380	399	466
		Mid-career hires	no. of person	150	242	349	269
Domestic group companies	Total		no. of person	211	235	283	217
Number of Turnover*2	Total		no. of person	446	582	614	558
	(breakdown)	NRI	no. of person	297	407	427	370
		Domestic group companies	no. of person	149	175	187	188
Turnover rate*2	Total		%	4.3%	5.5%	5.5%	4.9%
	(breakdown)	NRI	%	3.8%	5.1%	5.0%	4.2%
		Domestic group companies	%	5.9%	6.7%	6.9%	7.3%
Number of voluntary retires*3	Total		no. of person	262	376	411	426
	(breakdown)	NRI	no. of person	176	251	266	286
		Domestic group companies	no. of person	86	125	145	140
Voluntary employee turnover rate*3	Total		%	2.5%	3.5%	3.7%	3.7%
	(breakdown)	NRI	%	2.3%	3.1%	3.1%	3.2%
		Domestic group companies	%	3.4%	4.8%	5.3%	5.4%
		Coverage		b	b	b	b

Note: Fiscal year aggregate value

*1 Including employees seconded to subsidiaries

*2 Including mandatory retirees

*3 Not including mandatory retirees

New graduate recruitment			unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of hires			no. of person	308	393	380	399	466
	(breakdown)	male	no. of person	221	286	254	263	315
			%	71.8	72.8	66.8	65.9	67.6
		female	no. of person	87	107	126	136	151
			%	28.2	27.2	33.2	34.1	32.4
	of which, Bachelor's degree or above		no. of person	308	393	380	399	466
	(breakdown)	male	no. of person	221	286	254	263	315
		female	no. of person	87	107	126	136	151
	of which, Junior college, Vocational school		no. of person	0	0	0	0	0
	of which, High school, Others		no. of person	0	0	0	0	0
		Coverage		c	c	c	c	c

Note: Fiscal year aggregate value. Including employees seconded to subsidiaries.

Labor Practices, Diversity - Data

S01D

New garaduates employees assigned to STEM related departments	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of hires	no. of person	n/a	393	380	399	466
of which employees assigned to STEM* related departments	no. of person	n/a	336	329	352	397
(breakdown) male	no. of person	n/a	247	219	230	272
	%	n/a	73.5	66.6	65.3	68.5
female	no. of person	n/a	89	110	122	125
	%	n/a	26.5	33.4	34.7	31.5
Coverage			b-	b-	b-	b-

* Science,Technology, Engineering and Mathematics

Mid-career recruitment	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of hires		188	150	242	349	269
(breakdown) male	no. of person	153	120	197	308	214
	%	81.4	80.0	81.4	88.3	79.6
female	no. of person	35	30	45	41	55
	%	18.6	20.0	18.6	11.7	20.4
Coverage		c	c	c	c	c

Note: Fiscal year aggregate value. Including employees seconded to subsidiaries.

Continued employment 10 years after hiring	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Employment continuation ratio of female / that of male*	%	77.7	86.3	96.4	99.6	108.4	✔
Coverage		c	c	c	c	c	

* As of the beginning of each fiscal year and cover employees hired in the three years preceding the 12-14 fiscal year.

New graduate hires retention rate after 3 years	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of new graduates hired before 2 business years*	no. of person	265	315	303	388	376
(breakdown) male	no. of person	194	230	216	282	252
female	no. of person	71	85	87	106	124
Number of continuing employees in the following fiscal year among new graduates hired before 2 business years	no. of person	246	291	285	354	347
(breakdown) male	no. of person	183	212	204	262	233
female	no. of person	63	79	81	92	114
New graduate hires retention rate after 3 years	%	92.8	92.4	94.1	91.2	92.3
(breakdown) male	%	94.3	92.2	94.4	92.9	92.5
female	%	88.7	92.9	93.1	86.8	91.9
Coverage		c	c	c	c	c

* Only those who joined on April 1

Average recruiting costs for new full-time employees recruited (new graduates/mid-career employees)		FY2023
Average recruiting costs par person	1,000 yen	1,828
Coverage		c

Note: Total recruiting expenses, including advertising, fees for recruiting companies, and seminar operation expenses, etc. divided by the number of new graduates and mid-career hires in FY2023.

Labor Practices, Diversity - Data S01D

▶Employee satisfaction

Employee survey

NRI takes a multifaceted approach to assessing employee awareness, such that mainly involves gauging employee satisfaction using three methods.
Such initiatives target all NRI employees working in Japan and overseas, and the method with the shortest cycle is conducted on a semi-annual basis.
Internet surveys are the primary means of assessment. The items surveyed include job content, remuneration, work-life balance, career support,
employee benefits, work environment, work flexibility, and overall satisfaction.
The survey results act as a basis for planning human resource policies and are posted on the company intranet to serve as feedback to employees.

Employee survey results*1	unit	FY2016	FY2017	FY2018	FY2019	FY2020
Employee satisfaction*2	%	–	80.5	–	81.8	–
(breakdown) male	%	–	80.3	–	81.7	–
female	%	–	81.1	–	82.4	–
Percentage of employees surveyed*3	%	–	51.4	–	51.9	–
(breakdown) male	%	–	81.3	–	80.6	–
female	%	–	18.7	–	19.4	–
Coverage*3			d		d	

Note: d: NRI's employee working in Japan

*1 The 4 points-scale of the survey is "satisfied", "rather satisfied", "rather dissatisfied", "dissatisfied". (It was 5 points-scale until last survey in FY2015.)

*2 The percentage of the survey results above is the proportion of answers of "satisfied" and "rather satisfied".

*3 Data coverage shows the percentage of subjects surveyed (=NRI employees working in Japan) to the total number of NRI group's employees on a consolidated basis.

Overview of employee satisfaction survey (from FY2021)

NRI has been measuring employee engagement*1 from FY2021 in order to gauge job satisfaction and create an environment where employees want to work.
The survey uses the "Wevox"*2 engagement survey tool once a year (in June) and targets employees from NRI itself and the five group companies*3 with the highest ratio of employees dispatched from NRI, except those new employees who entered the company in the April of that year (April 2021 this time).
In addition, we provide feedback on the survey results to employees annually and request that each department consider and implement action plans to realize a more rewarding workplace. Human resources development department regularly monitors progresses of each department's action plans.

Labor Practices, Diversity - Data

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Employee survey results[*4]	Unit	FY2021	FY2022	FY2023	FY2024
Employee satisfaction[*5]	%	82.9%	84.0%	83.3%	85.9%
Breakdown by gender					
Male	%	83.8%	84.9%	84.2%	87.1%
Female	%	79.4%	80.4%	79.6%	81.4%
Breakdown by age group					
20's	%	83.2%	87.3%	85.7%	89.5%
30's	%	84.2%	84.1%	84.2%	85.8%
40's	%	84.1%	85.1%	84.3%	86.4%
50's	%	79.9%	80.0%	78.6%	82.2%
60's	%	77.9%	75.9%	78.6%	79.0%
Percentage of employees surveyed	%	49.0%	42.7%	42.7%	46.7%
Coverage		d	d	d	d

*1 An index indicating the intent to voluntarily contribute to the organization and the mental state of working autonomously.

*2 An engagement analysis tool provided by Atrae, Inc. The survey is designed based on nine key drivers including role, health, human relations, organizational culture, and environment.

*3 NRI Secure Technologies, NRI Workplace Services, NRI Social Information System Services, NRI Digital, Nomura Management School and KDDI digital design.

*4 The 7-points-scale of the survey is "Very satisfied"(7), "Rather satisfied"(6), "Satisfied"(5), "Neutral"(4), "Rather unsatisfied"(3), "Unsatisfied"(2) and "Very unsatisfied"(1).

*5 Employee satisfaction is caluculated by adding "Very satisfied"(7) and "Rather satisfied"(6).

▶Efforts for Improving Employee Engagement

Conduct engagement survey

In our V2030 long-term management vision, maximizing human capital is an important theme for the NRI Group. As one of our efforts for maximizing human capital by improving employee engagement, we have been implementing "job satisfaction co-creation" activities across the entire NRI Group from the fiscal year ending March 2022.
This involves measuring employee engagement in order to gauge job satisfaction and co-create an environment where employees want to work. We conduct a survey using the "Wevox*1" engagement measurement tool once a year. Because the survey results are used not only for planning human resource policy but also for improving workplace engagement, they are disclosed to employees on the company intranet.
<Reference> Average score of companies in the system integration/commissioned development industry that use Wevox: 67 (June 2023)

Engagement Survey Results		FY2021	FY2022	FY2023
Employee engagement score		70	71	71
	Coverage*2	d	d	d

*1 Tool provided by Atrae, Inc.
*2 Survey conducted on NRI itself and five group companies with a high ratio of dispatched employees (NRI Secure Technologies, NRI Workplace Services, NRI Social Information System Services, NRI Digital, and Nomura Management School)

Employee satisfaction surveys at worldwide offices

We also conduct employee satisfaction surveys at our main worldwide offices once a year.
We conduct surveys on organizational culture and job satisfaction to ascertain the current status of engagement and identify points for improvement, such as surveys in Australia that gauge employee pride in the workplace and desire to work in the long-term and surveys in the United States that focus on diversity.

Labor Practices, Diversity - Data

▶Work-life balance

Work-life balance supports

NRI has established a system covering durations of pregnancy and childcare that is more comprehensive than that prescribed by the Child Care and Family Care Leave Act. We paid basic salary during maternity leave (8 weeks before delivery, 8 weeks after delivery). In addition, employees can take parental leave until the March of the year when the child turns 2 years old, benefit paid by employment insurance.
During pregnancy, employees can take a maximum of 10 days of maternity leave in addition to annual paid leave. Shorter working hours and exemptions/limits on overtime because of childcare are available up until the end of the academic year for a child's third year of elementary school.
Meanwhile, these options can be combined with other independent systems, such as shift work or work with selectable start/finish times. We have been working on initiatives to establish an environment for achieving continued work-life balance, including introducing a “Partner Childbirth Leave System” in FY2016 for employees with partners about to give birth, opening nurseries in our offices in FY2017 and adopting a scheduled discretionary labor system with shorter de facto working hours than the regular discretionary labor system in FY2024.
In addition to establishing systems, we are also focusing on providing information and examples ("Examples of working parent workstyles") to help employees select relevant systems in accordance with individual circumstances.
In addition, major offices have in-house ladies rooms that are resting rooms for pregnant or lactating women and female-specific health issues.
We are also proactively encouraging a balance between work and childcare for employees, through initiatives such as three-party interviews geared to pregnant employees or employees whose partners are pregnant and their supervisors, and training to support balancing work and childcare attended by employees who have returned from childcare leave and their supervisors as a pair. In FY2021, we expanded our training for female employees to include male employees, as part of our efforts for providing an environment where both sexes can balance work with childcare. In addition, we provide information through regularly held nursing seminars and our nursing-care concierge desk.

NRI has been recognized as a corporation that supports child rearing based on the Act on Advancement of Measures to Support Raising Next-Generation Children, having received the certification mark (nicknamed “Kurumin”) since 2007. In addition to having gained the certification for five consecutive terms, in 2018 we also received the “Platinum Kurumin” special certification granted to companies that carry out initiatives which meet even higher standards.

Establishment of in-office nurseries

In order to support our employees returning to work at their desired timing and to support the development of their career plans, in June 2017, we opened the Yumeminato Hoikuen as NRI's first in-office nursery, where is equipped with the nursing facilities, in the Yokohama Center (Yokohama Nomura Building).

Enhancement of measures to support employees returning to work

During pregnancy, we conduct "three-party interviews" between female employees who are pregnant or employees with a partner who is pregnant, and their supervisor. These interviews promote understanding of company systems that can be utilized during pregnancy and childcare, and provide an opportunity for employees to discuss their workstyle after returning from childcare, in order to assist their smooth transition back to the workplace. We also create a "return to work checklist" that is expected to be used one or two months before employees return to work. This helps employees and their supervisors gain an idea of what their workstyle will be like after returning to the workplace, in accordance with their current status.
We have continued to provide "training to support balancing work and childcare" after an employee returns from childcare leave. This training is for employees that return from childcare leave and their supervisors. It promotes mutual understanding regarding concerns about balancing work and childcare after returning to the workplace, and concerns that supervisors may have about employees who are doing so. We also create opportunities for employees that return to the workplace and their supervisors to discuss medium to long-term career prospects via interviews with and stories told by employees who have previously taken leave and been back at work for several years.

* Three-party interviews started in FY2011 and training to support balancing work and childcare started in FY2010 for female employees

Labor Practices, Diversity - Data

S01D

Creation of a system to encourage men's participation in housework and childcare

In January 2017, we introduced "partner childbirth leave" and in 2021, we expanded "training to support balancing work and childcare" to include male employees who return from childcare leave. From 2022, we have expanded "three-party interviews" to include employees with a partner who is pregnant, and provide a system and environment that makes it easier for male employees to participate in childcare.
In addition to making the “Support for Balancing Work and Childcare Guide Book for Men” available to all of our employees, we have otherwise been promoting greater understanding of the company’s systems relating to childcare by conducting briefing sessions introducing our in-house systems and also providing information containing child-rearing advice of our male and female employees currently raising children. We also hold round-table discussions carried out by our male employees who have taken childcare leave.

Utilization of work-life balance support system	unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Number of employees acquiring Paid maternity leave	no. of person	8	4	3	4	4	
Number of employees acquiring Pre- and post-childbirth leave	no. of person	78	61	68	67	86	✔
Number of employees with a newborn child	no. of person	358	365	339	354	402	
male	no. of person	284	297	274	293	315	
female	no. of person	74	68	65	61	87	
Number of employees acquiring childcare leave	no. of person	260	273	243	284	349	✔
male (including partner childbirth leave)	no. of person	178	204	175	225	265	✔
male (childcare leave)	no. of person	51	83	96	124	177	✔
female (childcare leave)	no. of person	70	65	68	59	84	✔
Childcare leave acquir							
male (including partner childbirth leave)	%	62.6	68.6	63.8	76.7	84.1	✔
male (childcare leave)	%	17.9	27.9	35.0	42.3	56.1	✔
female(childcare leave)	%	94.5	95.5	104.6	96.7	96.5	✔
Number of employees utilizing shorter work hour system for childcare	no. of person	103	108	94	95	88	
Employees returning to work after childcare leave	%	99.1	99.4	98.3	98.1	97.3	
male	%	100.0	98.8	99.1	98.4	98.5	
female	%	98.1	100.0	97.0	97.9	92.5	
Employees remaining in work after childcare leave (female)*1	%	96.8	96.5	94.9	97.0	95.7	
Utilization of work-life balance support system							
Number of employees acquiring Nursing care leave	no. of person	0	1	2	3	3	
Number of total days of acquiring nursing care leave	days	21.5	3.0	11.9	22.5	27.3	
Number of employees utilizing shorter work hour system for nursing care	no. of person	2	1	2	0	0	
Coverage		c	c	c	c	c	

*1 Calculation method changed from FY2021

Labor Practices, Diversity - Data

S01D

▶Support for diverse and flexible working styles

Measures to support diverse and flexible working styles

For specialist professions, NRI employs a discretionary labor system in which work formats and hours are to be self-managed at the discretion of the person in question. From FY2024, we have also adopted a scheduled discretionary labor system with shorter de facto working hours than the regular discretionary labor system. We furthermore aim for further efficiency and productivity improvements with respect to work accomplishments in specialist professions.
In addition to discretion in terms of time, this has involved putting in place a system to also allow a certain amount of discretion in terms of location, making it possible to schedule work from home or a satellite office.
Moreover, in Sapporo and Fukuoka we recruit for local positions that are based on the premise of working in those locations.

Encouragement of the taking of paid leave

Employees are granted a maximum of 23 days of annual paid leave and we encourage employees to schedule five consecutive days off twice a year, including hot-weather leave and revitalization leave.
In FY2023, employees took 70% or more of their annual paid leave.

Telecommuting system

NRI has had a system in place for some time whereby an employee can work at an NRI office that is different from their usual place of work.
In March 2016, we introduced a telecommuting system to further improve the efficiency of our operations and increase productivity, and in FY2017 and FY2018, NRI was a special participant in the “Telework Days” event implemented by six ministries including the Ministry of Internal Affairs and Communications, in collaboration with the Tokyo Metropolitan Government and the business community, where a total of approximately 6,000 employees engaged in telecommuting during the five days of the event.
During COVID-19, we utilized our experience to enable approximately 90% of our employees to work from home, with 50% working at the office during normal times and 30% working at the office in regions subject to a state of emergency or quasi-state of emergency declaration. With the reclassification of COVID-19 as a Class V Infectious Disease according to the Act on the Prevention of Infectious Diseases and Medical Care for Patients with Infectious Diseases, we are aiming to achieve flexible work styles and improve productivity via both work from home and work at the office.

Second job

NRI has an approval system for side jobs. In granting approval, NRI considers safety, impact on main job, non-competition, confidentiality, and maintenance of the company's reputation, credibility, and relationships of trust.

Benefits for full-time and part-time employees

Full-time employees and temporary or **part-time employees** are provided the same allowances.
(Life insurance, medical treatment, injury or illness compensation, childcare leave, and stock ownership, etc.)

Satellite offices

NRI’s main offices have “liaison centers” which are made available as satellite offices for workers with no desks at those locations.
We also have contractual agreements with satellite offices of outside entities in order to provide our employees with efficient and flexible work arrangements.

Casual wear

With the objective of increasing productivity by encouraging flexible ideas from relaxed attire, the NRI Group has permitted employees to work in casual wear since 1996, under guidelines such as "wearing a business suit if you are likely to meet clients."

Occupational Health and Safety - Management Approach

S02M

NRI's approach to material issues

A workforce of professionals in possession of high expertise is a principal management capital for the NRI Group.
If a situation in which employees are unable to fully demonstrate their ability in a sound environment due to substandard occupational health and safety occurs, there is a risk that business services, such as the information systems that are important foundations for supporting society, and the provision of consulting services that are deeply involved in client operations and businesses, will be impacted due to the lower productivity and quality of deliverables.
Accordingly, we have been aiming to realize health and productivity management which contributes to improving the Quality of Life (QOL) of employees since FY2015, and are striving to achieve that goal based on the "NRI Health Declaration".

It is extremely important for both the individuals concerned and the company that employees are healthy, and Healthy Operations will bring an injection of energy into the organization in the form of active employees and improved productivity by actively pushing employees to become healthy based on that philosophy, which as a result is expected to lead to improved business performance and corporate value.

[NRI Health Declaration]
Basic policy: Based on correct knowledge and recognition for their own health by each employee, the NRI Group supports active initiatives for improving long-term quality of life (QOL).

NRI is leveraging employee feedback gathered through surveys and from employee unions and is proactively working to improve employee working hours, health conditions, and the workplace environment.

Priority activities / Medium- to long-term targets

NRI prioritizes the following issues in its management of occupational health and safety issues:
1. Complying with laws and regulations on overtime work and holidays.
2. Eliminating long hours worked consecutively.
3. Ensuring that employees working long hours get seen by the occupational health physician (OHP), and having them comply with doctors' instructions.
4. Reducing the amount of night work that employees perform.
5. Pressing employees to take their paid leave, including ensuring that they are organized and disciplined about taking extended consecutive periods of leave (such as a summer break, and "recharge leave").

In addition, we set goals for the following four items on health management.
1 Reduce lifestyle-related diseases
- Manage employees' reservations and receipts for medical check-ups and health examinations, and encourage them to take these examinations
- Put in place health management rooms at our principal offices and build a framework for industrial doctors to handle cases

2 Lower stress
- Stress prevention for individual employees and teams
- Develop a system to enable employees to return to work earlier

3 Lower smoking rate
- Introduce support to help stop smoking
- Remove smoking spaces inside the office

4 Promote work-life balance
- Reduce overtime and holiday work hours
- Encourage employees to take paid leave

Occupational Health and Safety - Management Approach

S02M

Progress / Achievements / Challenges

Nippon Kenko Kaigi* certified NRI as an Excellent Enterprise of Health and Productivity Management (White acknowledging the Company as a large corporatins participateing superior health and productivity management.
Started in FY2016, this certification scheme reviews companies for their business philosophy, organizational structure, system and initiative execution, assessment and improvement, compliance and risk management.
NRI acquired this certification for the eighth consecutive year since FY2016 as it met certification requirements in the Large Corporation category, which applies to large-sized corporations and medical corporations.

* An entity that aimed to bring about specific action plans in the workplace and local communities, with the goal of realizing excellence on health and productivity management. This is a collaboration between municipalities and private organizations such as business groups, medical associations and the insured.

KPI	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total working hours per employee per year*1	hours/year	2,050.1	2,160.3	2,150.5	2,129.7	2,141.9
Average overtime hours per employees per month*2	hours/month	-	8.1	8.3	7.8	6.2
Examination rate of regular medical examination	%	100.0	100.0	100.0	100.0	100.0
Regular medical examination presence of findings rate	%	70.0	72.4	71.9	70.9	70.1
Smoking rate	%	14.6	13.0	11.7	11.5	11.8
Exercise habit rate	%	20.5	23.3	25.7	26.4	27.1
Coverage		c	c	c	c	c

*1 All employees including managers, discretionary labor employees

*2 Calculated as hours that exceed the statutory working hours (40 hours a week)

"-" indicates that the calculated value does not exceed the statutory working hours

Link File
Occupational Health and Safety / Health Management
https://www.nri.com/en/sustainability/social/health_and_productivity_mgmt

Occupational Health and Safety - Data

S02D

▶Occupational health and safety

Occupational health and safety policy

A workforce of professionals in possession of high expertise is a principal management capital for the NRI Group. In order to provide employees with a safe and healthy workplace environment, the NRI Group actively promotes work time management, work environment maintenance, and individual health management based on the NRI Group Health and Safety Policy.

Scope of this policy

All directors, officers and employees of NRI Group
Items regarding health and safety are included in the NRI Group Business Partner Code of Conduct, and we request our business partners to comply.

Reference

NRI Group Occupational Health and Safety Policy

https://www.nri.com/en/sustainability/social/health_and_productivity_mgmt

NRI Group Business Partner Code of Conduct

https://www.nri.com/en/company/partner_code

Occupational health and safety structure

NRI has established a Health and Safety Committee with the aim of achieving an appropriate working environment based on the Industrial Health and Safety Act. In addition to maintaining an appropriate working environment at all of our offices, we have established a sanitation management system at each business division.
With these arrangements we are properly maintain the working environment according to the business and characteristics of each business division.

Officer in charge

Chief Occupational Health and Safety Officer
Hideki Saito, Senior Managing Director

Chief Health Officer
Kaga Yanagisawa, President & CEO, Member of the Board, Representative Director

Responsible committee

Health and Safety Committee

Status of labor-management consultations on occupational safety and health

We continue to engage in dialog both regularly and irregularly on topics related to the working environment, via information gatherings and group negotiations, in addition to the Nomura Research Institute Labor Union and Health and Safety Committee.

Occupational Health and Safety - Data

S02D

Risk management on occupational health and safety

A workforce of professionals in possession of high expertise is a principal management capital for the NRI Group.
Should it happen that owing to an occupational health and safety issue an employee cannot exploit the full potential of their abilities in a sound workplace, the resulting drop in productivity and/or poorer quality of outcomes may impact on our delivery of the information systems that are important foundations underpinning the society, or of the consulting services that play an important part in our clients' management and businesses.
To avoid such a situation, NRI prioritizes the following issues in its management of occupational health and safety management:

1. Complying with laws and regulations, including those related to overtime work and holidays.
2. Eliminating long hours worked consecutively.
3. Ensuring that employees working long hours get seen by the occupational health physician (OHP), and having them comply with doctors' instructions.
4. Reducing the amount of night work that employees Perform.
5. Pressing employees to take their paid leave, including ensuring that they are organized and disciplined about taking extended consecutive periods of leave (such as a summer break, and "recharge leave").

We have mechanisms in place to accurately monitor our employees' hours worked. At any time, supervisors can check online the hours that the employees in their charge are working, or the amount of leave that they have taken. In addition, managers are sent a list of employees who performed night work or holiday work the day after it has happened.
Furthermore, we are grasping the risks by thoroughly conducting industrial physician interviews with long-time workers.

Occupational health and safety situation	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of employee work-related deaths	-	0	0	0	0	0
Number of work accidents*1	-	1	0	1	0	0
Occupational accident frequency rate*2	-	0.08	0.00	0.08	0.00	0.00
Average overtime hours per employees per month*3	hours	-	8.1	8.3	7.8	6.2
Coverage		c	c	c	c	c

*1 Number represents the number of either fatal accidents or incidents necessitating 4 or more days' leave due to a casualty accident
*2 Number of lost worker injuries / number of total working hours × 1 million hours
*3 All employees including managers, discretionary labor employees. Calculated as hours that exceed the statutory working hours (40 hours a week). "-" indicates that the calculated value does not exceed the statutory working hours. Calculation method changed from FY2023.

Internal audits regarding health and safety

The NRI Group conducts yearly internal audits on health and safety, including labor management audits.
Internal audits are conducted for each division at NRI on a non-consolidated basis and for each separate company of our group companies in Japan and overseas.

Occupational Health and Safety - Data

S02D

▶Health and productivity management

Overview of health management

The NRI Group is comprehensively engaged in the maintenance and improvement of employee health, including the promotion of regular checkups and follow-ups on the results, engagement by industrial physicians, the establishment of consultation desks, and the reduction of overtime work.

Promotion of medical checkups / comprehensive physical examinations

The NRI Group regularly instructs all employees to undergo a medical examination (for those under 30 years old) or a comprehensive physical examination (for those 30 years of age or older) every year, and the status of examinations is checked by occupational health physicians based on unique NRI standards.
We also instruct employees who work late into the night to have a health examination every six months and check the status of the medical examination.
In addition, for employees that require extra testing and further support, we recommend extra checkups and for those that have yet to do so, we request their line manager to help, depending on the risks involved. This enables us to focus on effectively utilizing the results of health checkups.

Establishment of office health-care rooms and engagement by industrial physicians

NRI has established health-care rooms in its main offices, and has in place a proper system for industrial physicians to engage with cases. Industrial physicians check the results of employee medical examinations and comprehensive physical examinations, etc., as well as responding to health consultations from employees.
We also utilize opportunities such as training for promotion and training for newly-appointed managers to provide "health talks" by industrial physicians, which widely contributes to improving the health literacy of employees.

Stress checks based on the Health and Safety Act

From FY2016, based on the Industrial Health and Safety Act, the NRI Group introduced a web questionnaire-type stress-check to prevent employees from becoming unwell in terms of their mental health.
This has encouraged employees to notice their own stress situations and talk to an industrial physician if they need to.
In addition, we collate and analyze stress-check results for each organization and use the information to improve the working environments.
Moving forward, we will continue to implement the program every year in accordance with laws and regulations.

Consultation desk for work problems

The NRI Group has established various PraNet (Professional Assist Network) consultation desks for employees, and is equipped with a system that can respond to all kinds of issues employees may have.
In addition to the consultation desks within the company, we have several company-external consultation desks available to handle a diverse range of counselling, including consultations about work and the workplace overall, consultations on career-development and skill-development, counseling on workplace stress and health, counseling on family health and childcare/nursing, consultations about ethics and compliance. We have established an external "harassment hotline" that is available 24 hours a day, 365 days a year for reporting harassment.

Efforts for reducing stress in the workplace

We provide NRI Group employees with various lessons for maintaining mental and physical health and increasing concentration at work. This has included stretching programs to alleviate stiff shoulders and lower back pain, sports events including yoga, and lessons for experiencing "mindfulness."

Occupational Health and Safety - Data S02D

Reduction of overtime and holiday work

NRI has established internal management standards for working hours, late-night work, and holiday work based on labor laws, etc., and engages in proper labor management.
We have established a system that enables a correct understanding of employee work status, including a system that enables supervisors to check online at any time the working hours of their subordinates and how much vacation time they have taken, and the distribution of a list of employees who engaged in late-night or holiday work to management positions on the following day.
In addition, we regularly check the status of each department using indicators such as a "Health Management Index," which is an index of risks such as long working hours that should be eliminated.

Reduced smoking rate

From November 2015, NRI introduced its "Quit-Smoking Support," in which the company pays 70% of the costs for treatment to quit smoking (borne by the individual).
Furthermore, NRI halved the amount of office smoking spaces in October 2015, and closed all smoking areas in its major offices around the World No Tobacco Day (May 31) in FY2016.

KPI of health management	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Examination rate of regular medical examination	%	100.0	100.0	100.0	100.0	100.0
Regular medical examination presence of findings rate	%	70.0	72.4	71.9	70.9	70.1
Smoking rate	%	14.6	13.0	11.7	11.5	11.8
Exercise habit rate	%	20.5	23.3	25.7	26.4	27.1
Coverage		c	c	c	c	c

▶Status of working hours and acquisition of annual paid leave

Total working hours per employee per year	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total working hours per employee per year	hours/ year	2,050.1	2,160.3	2,150.5	2,129.7	2,141.9
Coverage		c	c	c	c	c

Note: All employees including managers, discretionary labor employees
Calculation method changed from FY2023

Average overtime hours per employees per month	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Average overtime hours per employees per month	hours	-	8.1	8.3	7.8	6.2
Coverage		c	c	c	c	c

Notes: All employees including managers, discretionary labor employees
Calculated as hours that exceed the statutory working hours (40 hours a week)
"-" indicates that the calculated value does not exceed the statutory working hours
Calculation method changed from FY2023

Annual paid leave*1	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of granted days*2	days	21.4	21.3	21.2	21.0	20.9
Number of days acquired	days	15.2	13.7	14.2	14.8	14.8
Annual paid leave acquisition rate	%	71.1	64.1	67.1	70.5	70.6
Coverage		c	c	c	c	c

*1 Average base for all employees

*2 Excluding carryforward

Occupational Health and Safety - Data

S02D

▶Mental health measures

Mental health measures

As measures to safeguard mental health, in addition to reducing late-night work, eliminating continuous long working hours, a thorough system of interviews with industrial physicians for workers who work long working hours, and stress checks based on the Industrial Health and Safety Act, the following initiatives are being implemented.

Establishment of consultation desks for workplace stress

Employees can receive consultations about workplace stress at health-care rooms (staffed by industrial physicians working in psychotherapy). Under the health insurance association system, employees can also receive counseling from a professional psychological counselor via telephone, online meeting, or in person (free of charge under certain circumstances).

Obligatory interviews with industrial physicians for workers who work long working hours

At NRI, out of consideration of the impact on the mind and body of employees whose overtime working hours exceed internal standards, any such employees are required to have an interview with an industrial physician.

Stress checks

Since 2016, NRI has implemented a stress check system under the provisions of Article 66, Item 10 of the Industrial Health and Safety Act for the following purposes:

- For employees to deal with stress by knowing their stress status, before too much accumulates
- For employees to get advice from a doctor if they have too much stress
- For the company to take any work-related measures as a result of the interviews
- To make improvements in workplace environments that cause stress

Return to work support program

When employees have been absent due to illness, etc., they are only allowed to return to work after a diagnosis by their doctor and a consultation with an industrial physician.
In the case of employees who have been absent more than a set amount of time, NRI is making efforts to have them undergo re-work training that incorporates training conducted by an external professional organization to prevent any relapse, so as to avoid any further time absent from work.

Absentee Rate	unit	FY2020	FY2021	FY2022	FY2023	Assur-ance
	%	0.33	0.47	0.50	0.49	✔
	Coverage	b	b	b	b	

Notes : Ratio of work days missed to total work days scheduled
Days off allowed by the company, such as childcare leave and nursing leave, are not included in the total work days scheduled

Occupational Health and Safety - Data

S02D

▶Various systems provided by Nomura Securities Health Insurance Association

Nomura Health Dial 24

For health, medical care, nursing care, childcare, or mental health issues, experienced physicians, public health nurses, and nurses are available for free phone consultations at any time of the year, 24 hours a day.
Employees can also avail themselves of a search system that finds nearby medical institutions and medical institutions that provide advanced medical care.

Special medical dial

When an employee or member of their family is diagnosed with a serious illness such as cancer, they are eligible for a service that provides them with a referral for a second opinion or to a specialist medical institution (free of charge in certain circumstances).

Mental health counseling service

They can receive counseling via telephone, website, or in person, from a professional psychological counselor (free of charge in certain circumstances). From November 2020 we also started an online interview service. These are both free of charge in certain circumstances.

Support for membership-based fitness clubs

We provides support for using membership-based fitness clubs to employees and their families.

Human Resources Development - Management Approach

S03M

NRI's approach to material issues

The NRI Group's corporate philosophy states that "continuing endless challenges with the pride of being a true professional" is our action guideline.The cornerstone of the NRI Group is its “human assets”. The cornerstone of the NRI Group is its “human assets” and the NRI Group is a collective of professionals possessing advanced expertise, who independently strive to pursue their own goals and are unafraid to innovate and take on difficult challenges. To achieve objectives of both NRI’s long-term management vision "Vision 2030" and the Medium-Term Management Plan, we must have human assets who not only aim to achieve further growth and improve productivity in our existing specialty areas, but who also take on challenges of venturing into unknown areas of business in anticipation of future trends.

To develop such human assets, the NRI Group has been strengthening systems and the business environment for developing hidden talents of highly motivated employees and allowing them to produce results on the job.

In our Medium-Term Management Plan (2023 - 2025), our growth strategies are defined as (1) Customer acquisition via consolidation, (2) Radical production innovation, (3) Next-generation think tank implementation, (4) Global business expansion, and (5) Human capital expansion. Human resource development management to achieve these five strategies is an important part of our management strategy. In particular, the quality and quantity of the human resources responsible for the realization of the DX and global strategies are key issues.

We also focus on cultivating core human resources that can achieve the "Value Creation" in Materiality.

Priority activities / Medium- to long-term targets

NRI’s personnel system is built to ensure mechanisms and an environment in which diverse professionals are able to play active roles based on the three core pillars of its performance-based salary system, discretionary work system, and personnel assessment and human resources development system. The personnel assessment and human resources development system is premised on the notion of encouraging employees to pursue expertise and diversify their fields of specialization.

This is based on the belief that by honing their skills in multiple areas of expertise, employees become capable of flexibly responding to changes in the business environment in a manner that involves taking a broad-based perspective in collaborating across division lines and leading co-creation with customers.

Furthermore, NRI places importance on a well-balanced fusion of three approaches to development: training programs, self-study, and on-the-job training, which plays the central role, and we aim to maximize the growth of our employees via efforts for human resource development. NRI believes that providing OJT through work experience is the optimal development tool. As such, its training programs act as a means of organizing knowledge acquired through such OJT and for deepening understanding.

The training programs are also positioned as means of obtaining knowledge and skills which cannot be acquired through OJT. Moreover, NRI has also established a system to support self-study for employees seeking to gain qualifications and improve their foreign language skills.

The three priority activities for our Vision 2030 long-term management vision are (1) Building the capability to achieve our growth story, (2) Establishing diversity and inclusion, and (3) Expanding opportunities for individual growth. To support the growth strategy in our Medium-Term Management Plan (2023 - 2025), we will focus on (A) Cultivating human resources to create new businesses, global human resources, and human resources for core businesses, (B) Improving employee engagement, (C) Cultivating management for the age of diversity, and (D) Promoting career autonomy.

Human Resources Development - Management Approach

S03M

Progress / Achievements / Challenges

Since its establishment, we have grown by investing in top-class human resource development of Japanese companies and continuing to develop challenging professionals.
The overwhelming number of official qualifications can be said to be one of the indicators for objectively determining that highly specialized personnel are being developed.
Regarding the training of core human resources, we will strengthen the training of successors, conduct four types of selective training for mid-level employees, managers, section managers, and department managers, as well as strengthen candidates for the next successor.
In “DX human resource development,” in addition to conventional training tailored to the career fields and career stages, we are developing and implementing new training systems such as AI, analytics, blockchain, UX design, agile development, and microservices, and are promoting measures for expanding human resources working in important priority fields.
In “Global human resource development,” we carry out practical training programs that incorporate actual experience of global operations in order to develop global business leaders who are in charge of establishing overseas business foundations. These programs include one year stays at client companies and NRI offices overseas to improve the ability of our employees to carry out work via real experience abroad.
Under the overseas trainee system, more than 200 employees have been dispatched to 35 cities in 19 countries so far, and we plan to further enhance and expand these priority activities.

Link File
Integrated Report 2023,　”Advance Humann Capital" https://ir.nri.com/en/ir/library/report/main/014/teaserItems1/01/link/ar2023_e_print.pdf#page=58

Human Resources Development - Data

S03D

▶Human resources development management

Human resources development policy (Focus areas)

We regard our people as an essential management capital of the NRI Group and a wellspring of its added value across the board. Meanwhile, professional initiatives of NRI Group employees are backed by the Group's human resources development framework.
NRI's personnel system is built to ensure mechanisms and an environment in which diverse professionals are able to play active roles based on the three core pillars of its performance-based salary system, discretionary work system, and personnel assessment and human resources development system.
Of particular importance with respect to human resources development is the notion of consistently utilizing various aspects of the three elements: 1) on-the-job training, 2) training programs, and 3) self-study, and those three elements combined form the cornerstone of professional development.
OJT provided through work experience is the optimal development tool, and NRI's training programs act as a means of organizing knowledge acquired through such OJT and for deepening understanding. The training programs are also positioned as means of obtaining knowledge and skills which cannot be acquired through OJT.

Our C&A (Challenge & Act) System acts as a mechanism that effectively facilitates OJT.
Through the system employees are able to confirm and evaluate the extent to which they have achieved their individual targets which are precisely set at half-year intervals through interviews with their supervisors.
This system supports the growth of employees according to their respective characters and levels of independence by having them work toward achieving their goals under a supervisor's guidance, while also facilitating communication between supervisors and their subordinates at the regularly scheduled meetings.

The management challenge of developing human resources who are capable of rapidly addressing changes is crucial in the VUCA (volatility, uncertainty, complexity, ambiguity) and DX (Digital Transformation) eras.
As such, we encourage employees to pursue expertise and diversify their fields of specialization in order to ensure that our personnel assessment and human resources development system functions effectively.
This is based on the belief that by honing their skills in multiple areas of expertise employees achieve a broad-based perspective and become capable of flexibly responding to changes in the business environment.
We have a career field system and an in-house certification system which both constitute crucial aspects of our efforts to promote human resources development, as guidelines for employee careers and the specialties they should pursue.

Human Resources Development - Data

S03D

Human resource development program

Human resource development programs include various options, such as group training, e-learning, support for gaining qualifications and foreign language study, opportunities to study abroad, and trainee arrangements.
We place particular focus on (1) Cultivating human resources to create new businesses, (2) Cultivating global human resources, and (3) Cultivating human resources for core businesses.

(1) Cultivating human resources to create new businesses
In addition to the core businesses that have supported our growth in the past, expansion in new businesses is essential for the further growth of NRI. We are rolling out various training programs, such as a course for those aiming for an NRI-certified BA, in order to develop human resources that will create businesses based on co-creation with a large number of stakeholders.

(2) Developing global human resources
We implement programs geared to cultivate human resources that can implement our "Global Strategy", which is one of the growth strategies in the Long-term Management Vision 'Vision2030'.
We provide various programs such as an overseas training system and overseas study programs, based on the idea of a "global human resource pool" for cultivating the next generation of business leaders that can play active roles on the global stage, in order to expand the NRI business portfolio. This enables employees with the ambition and suitable skills to play an active role on the global stage to systematically gain experience so that they can flourish in various business domains as global human resources upon returning.
The overseas training system was enhanced in FY2020. In addition to the conventional trainee system called the global business (GB) trainee program, which enables employees to improve their ability to conduct work via actual work experience with highly diverse stakeholders overseas, we also have the global strategy leader (GSL) trainee program for cultivating management human resources at the worldwide offices and Group companies of NRI.

(3) Cultivating human resources for core businesses
We define levels for young employees, mid-career employees, and expert employees, and systematically cultivate tangible and intangible skills.
For new employees, we provide up to half a year of training so they can play an active role in the workplace one year after entering the company. This training for new employees fosters the fundamental knowledge, skills, and important values (autonomy, challenge, and co-creation) required of professionals working at the NRI Group. We also provide diverse training on IT skills, consulting, personal skills, and leadership development to young employees and mid-career employees at each phase of growth, and the NRI environment enables employees to autonomously take lessons based on their own knowledge and experience.
When employees have reached the mid-career phase, they are provided with opportunities to learn cutting-edge business insight based on the latest in real world examples. This allows employees to enhance their capabilities required for the age of DX, such as AI and analytics, blockchain, UX design, agile development and micro service capabilities. In addition to fostering base literacy, this will enable NRI to cultivate human resources that will lead to the creation and expansion of DX businesses that will be the pillar of our growth strategy. We lend our support to efforts that include creating forums for our employees conducive to person-to-person networking and activity, which involves establishing venues for sophisticated studies by coordinating with Japanese and overseas universities as well as outside entities such as the Japan Data Scientist Society.
Based on the concept of "+DX", we provide training for consultants and system engineers with conventional abilities to apply their existing skills to the field of DX, rather than simple skill switching. This enables NRI to strategically transition to the human resources portfolio we require for the age of DX.

Human Resources Development - Data

S03D

Self-study

Self-development is indispensable for career development and is recommended to employees from various aspects including the human resource system.
For special qualifications closely related to NRI's business, such as information processing engineer, project management professional (PMP), and certified securities analyst qualifications, we will provide preparatory courses for employees, subsidize external training expenses, provide reimbursement and financial assistance to help cover registration costs and examination fees with respect to gaining official qualifications that contribute to our business operations, including certified public accountant and small and medium enterprise management consultant qualifications, and in recent years, we have also been enhancing our support for qualifications related to DX (digital transformation), including those in areas such as statistics, data science, artificial intelligence, cloud computing, and agile software development.
For language learning, we provide employees with a TOEIC test and support the cost of employees going to a language school.
With the recent spread of digital learning, we are also focusing on self-study using MOOCs (Massive Open Online Courses) such as Cousera and Udemy, which are external online learning services, and video streaming platform "gacco for Biz".

It is also crucial that we shift to new digital learning approaches in conjunction with progress being made in carrying out work-style reforms.
As such, in addition to making use of MOOCs, we are promoting various reforms with respect to styles of learning in terms of shifting to digital learning environments, shifting to digital communications related to studies, and establishing educational platforms transcending time and space.
The adoption of gacco throughout the company is expanding its opportunities not only for changing training styles, but also for expanding the dissemination of various messages to employees and sharing knowledge and insights accumulated within the company.

Reference

Integrated Report 2023,　"Advance Humann Capital"
https://ir.nri.com/en/ir/library/report/main/014/teaserItems1/01/link/ar2023_e_print.pdf#page=58

Human Resources Development - Data

S03D

▶Human resources development program

Human resources development program 1

NRI has established 20 career fields with the industry-wide Information Technology Skill Standards (ITSS) in mind in order to better make areas and levels of employee expertise clear in-house and outside the company, commensurate with the actual performance of its employees. In so doing, we have defined seven respective levels of employee expertise.
This system acts as a blueprint for employees to better understand their areas and levels of expertise so that they are able to make improvements when pursuing specializations. It also forms the basis for the C&A (Challenge and Act) system for setting goals and confirming results on a semi-annual basis.
Under the system, employees are encouraged to develop their abilities upon having set goals in multiple career fields. Having multiple specialized fields will not only broaden your horizons and enable you to grow into a cross-organizational human resource that flexibly responds to changes in the business environment, but also lead customers' co-creation.

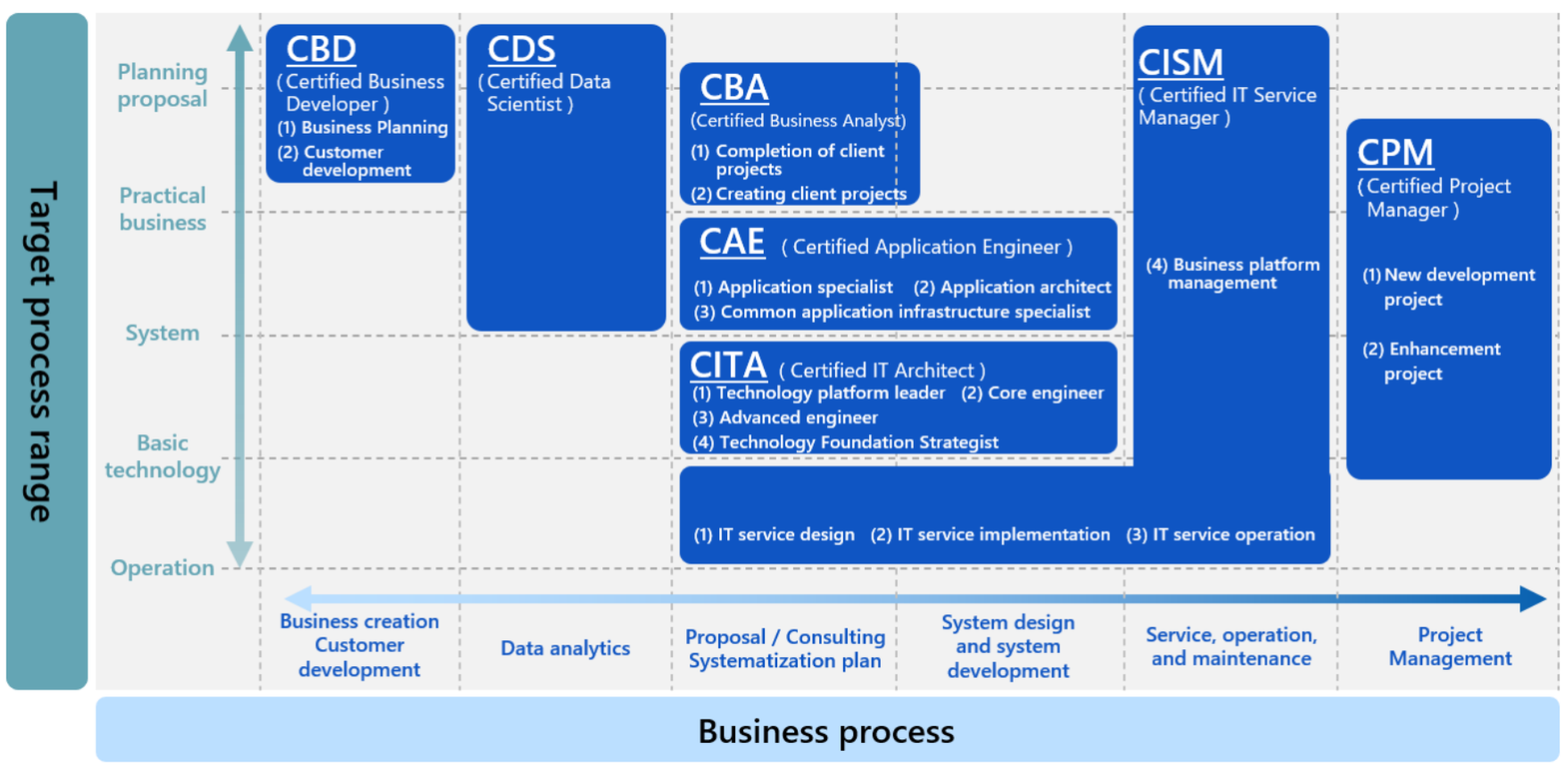
[Career fields]

1	Corporate Strategy Consultant	12	IT Platform Specialist
2	Business Consultant	13	IT Services Manager
3	Systems Consultant	14	Security Specialist
4	Business Strategist	15	Researcher
5	Sales Representative / Marketing Manager	16	Data Scientist
6	Project Manager (Development)	17	Project Management Specialist
7	Project Manager (Enhancement)	18	Quality Control Specialist
8	Application Architect	19	Business Administration Staff
9	IT Infrastructure Architect	20	Corporate Management / Headquarters Staff
10	Application specialist		
11	Common Application Infrastructure Specialist		

Internal certification system

Through the granting of internal certification (NRI Certification) to employees with high levels of expertise who have refined their skills in career fields, NRI offers professional role models while also promoting the development of core NRI human resources in those fields. NRI has established seven certifications in 18 areas and employees are able to gain multiple certifications. Candidates are nominated by their general managers for all NRI employees, and we review their suitability to represent NRI twice a year, including not only skill standards but also business performance.
Candidates for NRI Certification receive OJT through appropriate job assignment and curriculum based training matched to the requirements of each certification.
The scope of this system is all NRI employees.

[Internal certification system]



Human Resources Development - Data

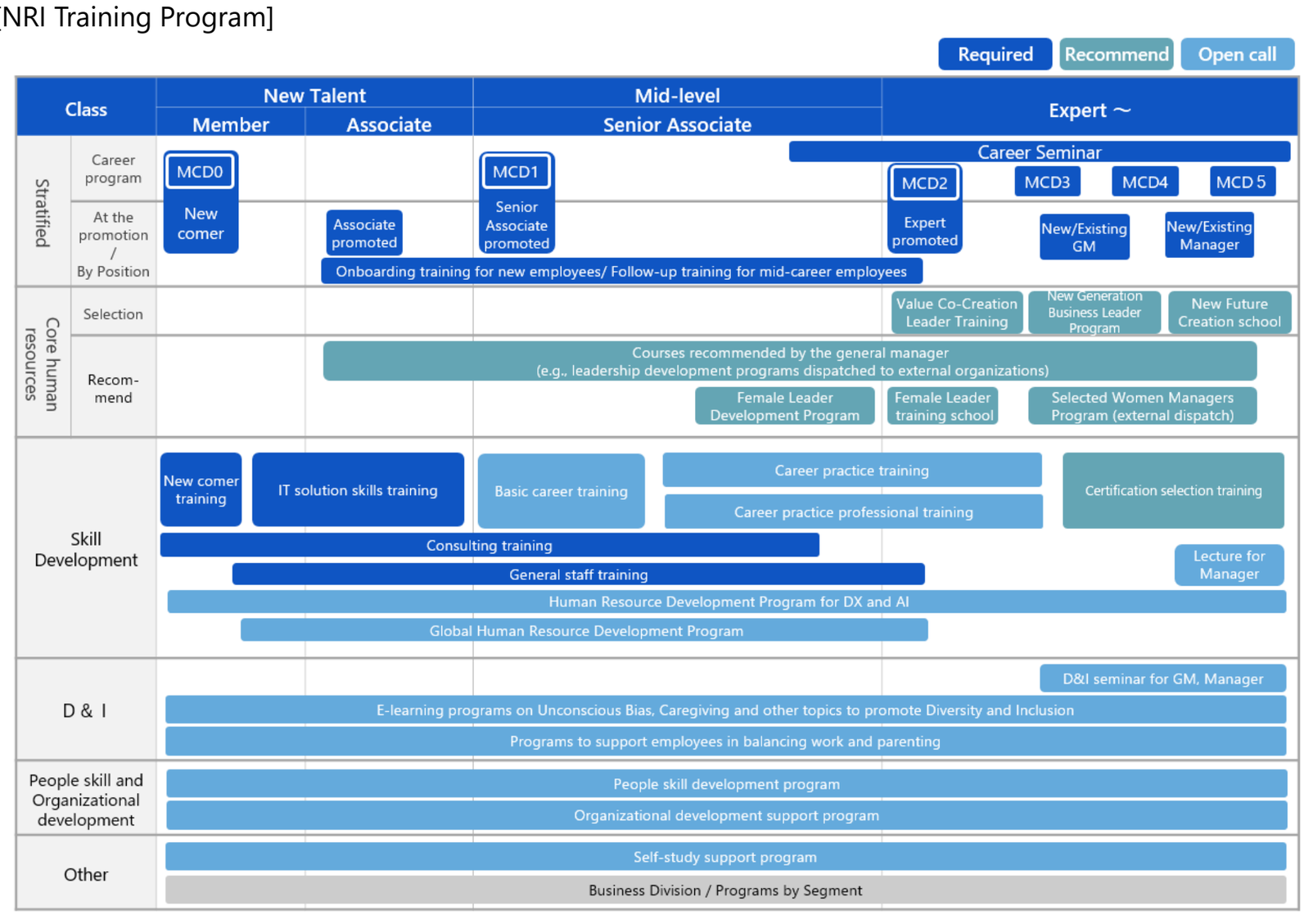
S03D

Training program

NRI's training programs implemented company-wide are largely divided into two categories—employment hierarchy-specific training programs and career-specific training programs.
In "Level-specific programs", in addition to curricula by level and position, we continually implement and improve programs such as selective management human resource development, job type curriculum, support for women's advancement, and autonomous career assistance for each age group.
Programs according to career field provide a variety of training programs that fulfill the diverse needs of employees. They are directed to the development of individual capabilities that are in line with career fields, career development that aims for acquisition of internal certifications and other objectives.
Based on the long-term management vision "Vision2030", we are also enhancing "Digital Transformation (DX) human resource development" and "Global human resource development".

In addition to its company-wide training programs, NRI's respective business divisions also develop and implement training programs of their own, and we have a detailed training development system established to cover the businesses and operations of each business division.
Aside from programs developed in-house, NRI provides a variety of learning opportunities by collaborating with Nomura Management School and other external business schools for management, and Fujitsu Learning Media and other external educational institutions for young employees to strengthen IT skills and improve skill levels.

[NRI Training Program]



Human Resources Development - Data

S03D

Human resources development program 2

Stratified program

The NRI Group implements various training programs according to the career stage. There are training programs such as promotion of career stage and appointment of positions, and we are implementing a selective training program for each level of employees, from mid-level employees to executives, and are also focusing on the systematic development of management candidates. In particular, regarding the training for promotion to managerial positions, we are currently considering the content of the training that is unique to our company and suitable for the times, and since FY2019, we have been sequentially revising and implementing each level.
Furthermore, as a diversity initiative, in addition to a selection program for each layer for female employees, we are also focusing on employee awareness and enlightenment activities through diversity and inclusion seminars. In recent years, veteran employees, such as those in their mid-40s, can show their abilities that they have cultivated so far, and organize their thoughts at regular intervals in order to support their work while challenging new fields and skills with an autonomous career outlook. We hold a career design program "my career design" that allows you to take multiple courses during your career so that you can lead to the next action.

Management Human Resource Development Program

We are implementing a program to develop core human resources who are responsible for the growth strategy and business creation of the NRI Group.
The curriculum of these development programs consists mainly of four elements:
(1) Courses aiming to develop executive candidates,
(2) Course aiming to develop candidates for organizational head,
(3) Courses aiming to develop proficiency with respect to managing business drawing on a managerial point of view and a company-wide perspective, and
(4) Courses aiming to develop the ability to create new businesses.

Our (1) courses aiming to develop executive candidates enlist a curriculum that extensively delves into studies of fundamental knowledge necessary for management personnel.
As a manager, it is a curriculum to deepen and learn business perspectives such as business segment coordination, company-wide optimization to maximize value, BS/PL balance, and multi-stakeholders.
In addition, at an external business school (Nomura Management School, etc.) members selected from senior management participate in exchange meetings with executive members dispatched from companies representing Japan to improve management ability.
In the selection training for mid-career, students will leave the career development in business practice and learn advanced management knowledge and business creation process, as well as the leadership in the DX era, which is important for the growth strategy of the long-term management vision "Vision2030". We provide programs such as cross-industry exchanges with the awareness of "people who can lead customer co-creation".
Participants are selected from each level, including managers and mid-career employees, and through programs such as group training, individual work and workshops, we aim to discover problems related to NRI's management and business, and propose and implement solutions.

With 1) Courses aiming to develop executive candidates and 2) Course aiming to develop candidates for organizational head, about 220 general managers (with the two programs conducted since 2002 and 2020) and about 160 section managers (since 2015 revision) have completed the selective training program, and there are now more cases where those that have completed the section manager program also join the general manager program, which has strengthened the pipeline of successor candidates.
The effect of the core human resource development program is directly related to the achievement of our long-term management vision. The NRI Group has achieved a net sales growth rate of 139% and operating profit growth rate of 141% over five years, and we believe that this demonstrates the effect of long-term and continuous human resource cultivation.

In FY2023, 383 people over the entire NRI Group (2.3%) participated in this program.

Human Resources Development - Data

S03D

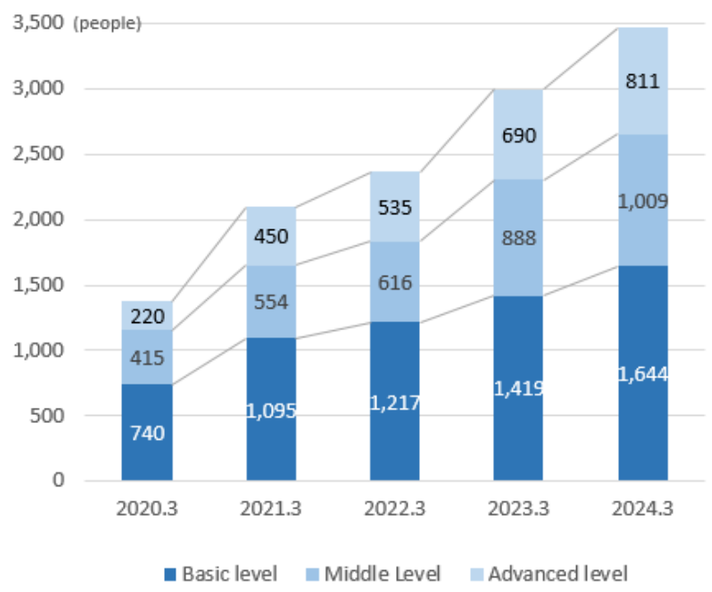
Human resource development program for Digital Transformation

NRI implements programs geared to developing talent that accelerates its DX (Digital Ttransformation) strategy, which is one of the growth strategies under its long-term management vision "Vision 2030".
With the aim of strengthening the capabilities required in the DX era, such as AI, Analytics, Blockchain, user experience (UX) design, Agile, and Microservices, in addition to the conventional skill training for the year of joining the company, there is a DX skill acquisition training for each year.
These programs have a variety of business curricula that share basic knowledge and IT skills as well as hands-on know-how, modern business use cases, deep NRI-like insights, and cutting-edge business insights.
By actively collaborating with external institutions and companies such as domestic and overseas research institutions (graduate schools) and Data Scientist (DS) associations, we will incorporate a lot of academic knowledge and advanced cases and provide a more advanced learning space. We also help establish employee networks and create opportunities for success.
These programs are structured so that curriculums are planned and planned around "Learning Opportunities", "Developmental Opportunities", "Connection Opportunities", and "Opportunities for Success", so that you can get more effective skill acquisition opportunities.

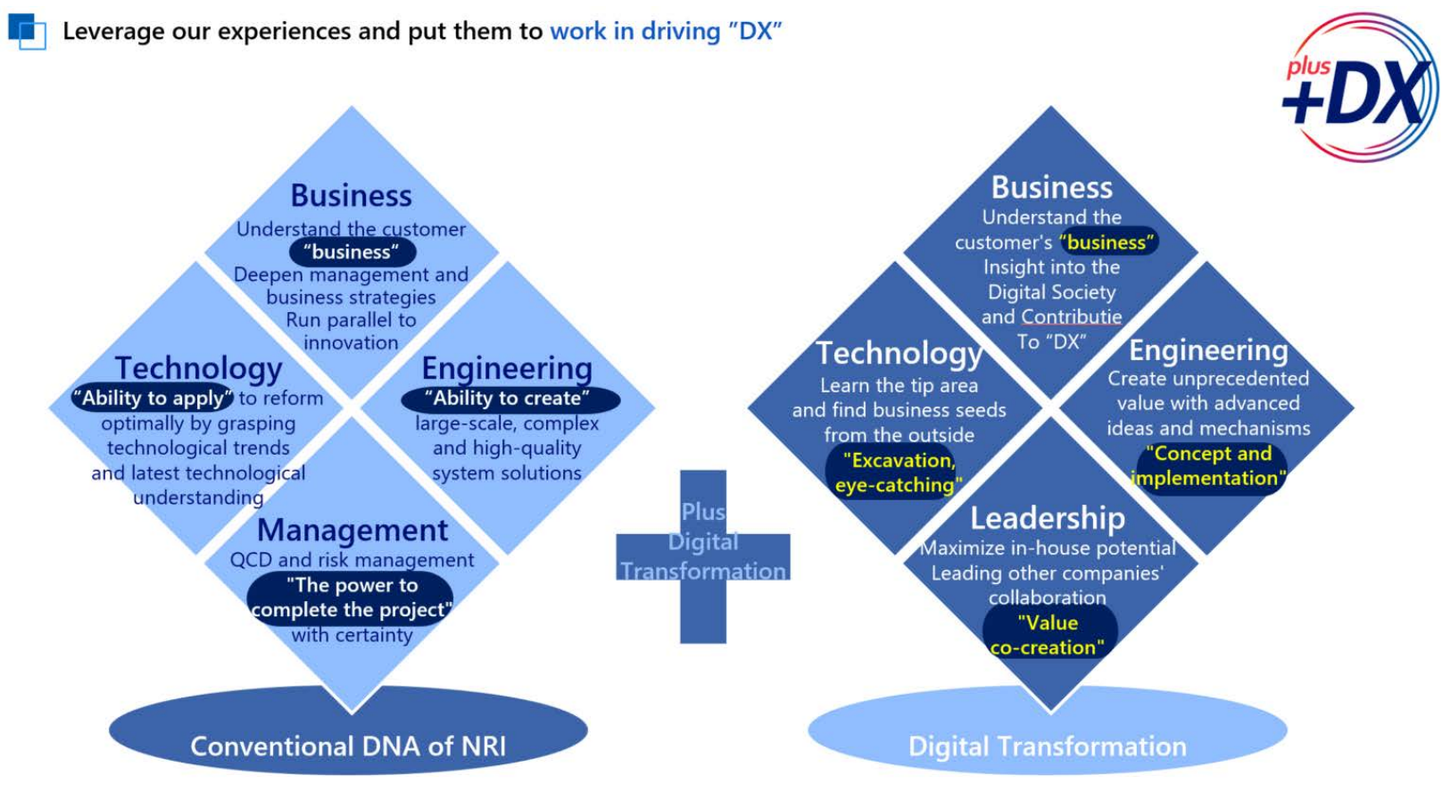
This curriculum provides an opportunity for consultants and systems engineers with traditionally high professional skills to expand their scope of activities by strengthening their DX-related capabilities in AI, analytics, blockchain technology, agile software development, etc., while leveraging their existing skills. This will allow us to strategically expand our human resources in priority areas, leading to the creation and expansion of the DX business, which is a pillar of the growth strategy of our long-term management vision "Vision 2030".

This curriculum has enabled the number of employees with a basic or higher level of DX skills to increase by 467 when compared to FY2022. Please refer to the following chart "Transition in number of employees with DX skills".
In FY2023, 7,248 people over the entire NRI Group (43%) participated in this program.

[Transition in number of employees with DX skills]



[New human resource image for Digital Transformation]

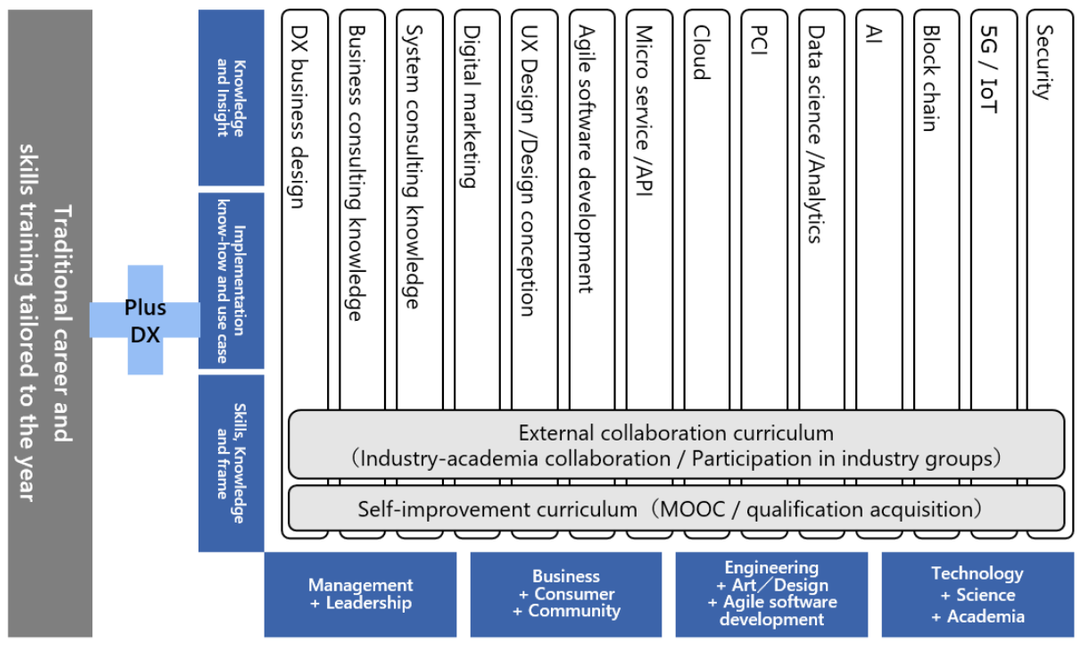


Human Resources Development - Data

S03D

[Human resource development program for Digital Transformation]

Add "DX" skills according to individual's career and intention



Knowledge and Insight

- Share the "business insights" cultivated in practice by leading experts in the company
- In addition to hard-skilled expertise, professional software skills are handed down at a small salon

Implementation know-how and use case

- Find out the details of business cases with depth and breadth that cannot be obtained from articles and magazines
- I feel real practical know-how at that moment from a business person inside and outside the company

Skills, Knowledge and Frame

- A wide range of curriculums, from young to veteran, to re-learn the basic skills of moving hands
- Top-level inputs for science academia, such as the University of Tokyo

[Providing four opportunities for Digital Transformation human resource growth]

Add the essence of surviving the DX age in the learning field. Maximize opportunities for "Self-learning"

1. Opportunities for Learning

- In addition to simple skills and case studies, NRI will offer advanced knowledge sharing and training to learn unique insights
- We also offer courses that give the degree of freedom so that you can learn at your own pace depending on the situation of each person, and basics so that even inexperienced people and veterans can easily tackle
- Coursera, University course, Promote self-studying by acquiring qualifications

2. Opportunity to Participate

- Opportunities for in-house and external training, as a professor / lecturer / lecturer to industry-academia collaborative universities, and for intern students
- From the NRI number one, build the industry's number one knowledge, develop high-quality content, and lead the development that is really necessary with the on-site skin sensation
- Get more learning through opportunities to teach others

3. Opportunity for Connect

- Participated in the planning of employee training as a member of an expert meeting, and linked with the in-house Center-of-Excellence
- Understand what kind of human resources and projects are there and use them as the basis for collaboration
- It will be a place to find talented personnel, and it will be possible to search for candidates for certification and job assignments.

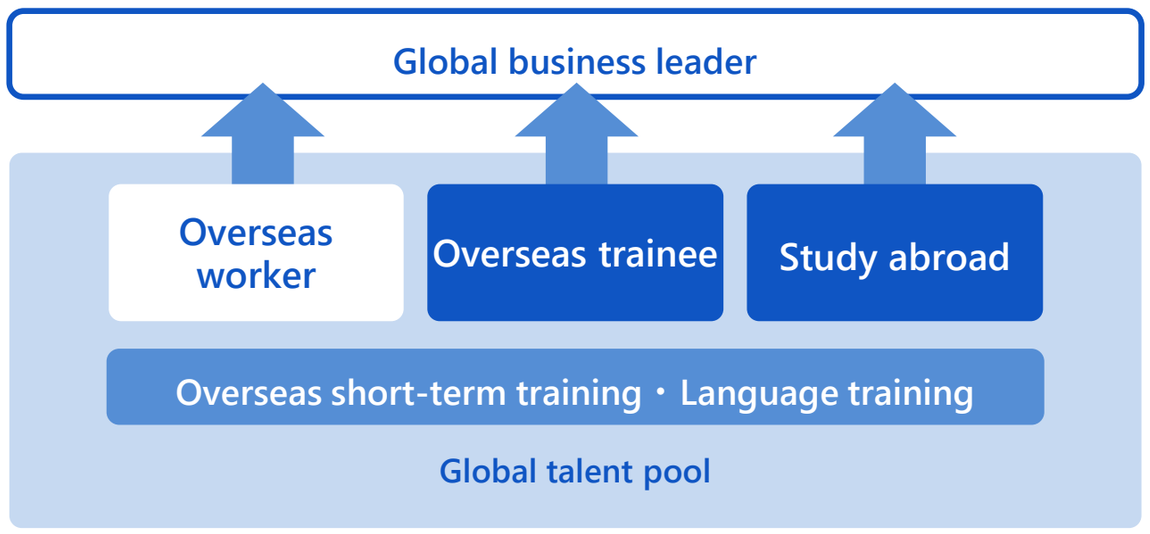
4. Opportunities for Achievement

- External activities through active information dissemination such as external lectures, newspaper articles / Web articles
- Active as a board member or member of an industry association to build a connection to the industry
- Aiming to improve NRI's presence through external activities, increase own name value, and self-growth

Human Resources Development - Data S03D

Global Human Resources Development Program

NRI implements many training programs geared to developing business leaders who are capable of playing active roles on the global stage. In that regard, we are particularly focusing our efforts on our overseas training system whereby we send our employees to overseas locations of our corporate customers who operate globally for periods of about one year, thereby enabling such employees to gain first-hand experience of global business.
Since FY2020, we are implementing a global strategy leader (GSL) trainee program for cultivating human resources that can manage the overseas offices of NRI.
We also offer overseas study programs in order to expose employees to a wide range of teachings and insights, while enabling them to gain sophisticated professional skills. Under such programs, we provide employees with an opportunity to learn about international standards of corporate management by acquiring MBA degrees at overseas business schools. Opportunities to earn degrees are also popular, particularly those in computer science (MSE and MCS) and legal affairs (LLM).



▶Inputs for human resources development

Human resources development investment cost			unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total human resources investment cost			millions of yen	3,531	3,196	3,983	4,216	4,689
		Coverage		a	a	a	a	a
Human resource development capacity development investment cost per employee			1,000 yen	446	366	405	384	393
		Coverage		c	c	c	c	c
Total human resource development hours			hour	310,350	348,539	363,188	360,542	384,592
Human resource development days per person			day / person	6.7	7.3	7.7	7.5	7.5
Human resource development hours per person			hour / person	50	55	58	56	56
(Breakdown)	By age group	Below 30	hour / person	158	174	166	161	148
		30 to 50	hour / person	24	21	26	21	21
		50 or over	hour / person	11	9	13	11	11
(Breakdown)	By gender	Male	hour / person	48	51	52	50	50
		Female	hour / person	80	84	95	93	83
		Coverage*		c-	c-	c-	c-	c-

* c- : NRI employees engaged in Japan and overseas

Human Resources Development - Data

S03D

Periodic reviews of performance and career development

Periodic reviews of performance and career development		unit	FY2019	FY2020	FY2021	FY2022	FY2023
Ratio of employees reviewed	At summer bonus	%	89.6	93.3	92.7	96.2	97.9
	At winter bonus	%	93.5	94.3	95.4	96.9	96.8
	Coverage*		c	c	c	c	c

*Ratio of feedback interviews conducted for summer and winter bonuses via Nomura Research Institute Labor Union survey

Utilization of diverse evaluation methods

We have established the C&A (Challenge & Act) system, where every employee shares a career vision with their superior and has interviews on targets they have set and how much they have achieved. Each employee is evaluated twice a year.
In Mission-C&A for managers, we formulate goals with our organizational mission reflected in the expected roles, and conduct evaluations based on half-yearly results and challenges taken. The C&A for non-managers evaluates employees based on their qualitative performance, quantitative performance, work innovation, and contribution to the organization (how individual performance affected the performance of the entire team; team-based performance appraisal).
We have also adopted a 360 degree evaluation for managers. Managers receive a multifaceted evaluation on their work mindset and attitude from their superiors and subordinates once a year, which enables any issues to be identified and strengths to be further reinforced.
In addition to the above measures, feedback is continuously provided in everyday work via measures including periodic 1 on 1 meetings and interviews conducted when work is assigned. We assist individual growth by talking with employees about not only the final product, but the process for getting there, and any issues that may currently be occurring.
This is how NRI utilizes diverse evaluation methods to enable each of our employees to recognize their own strengths and weaknesses and thereby achieve higher performance.

Human Resources Development - Data

S03D

▶Effect of human resources development

Measures of the effect of human resources development

NRI places importance on the number of employees with professional qualifications as an index for objectively assessing investment efficiency in development of individuals with highly advanced professional skills.

Number of employees who acquired the professional qualifications	unit	FY2019	FY2020	FY2021	FY2020	FY2023
Information processing engineer (IT strategist)	no. of person	374	369	399	413	451
Information processing engineer (System architect)	no. of person	990	973	1,009	1,006	1,018
Information processing engineer (Project manager)	no. of person	943	934	1,015	1,043	1,073
Information processing engineer (Network specialist)	no. of person	1,000	996	1,044	1,045	1,085
Information processing engineer (Database specialist)	no. of person	924	912	1,016	1,043	1,101
Information processing engineer (Embedded system specialist)	no. of person	55	56	80	85	93
Information processing engineer (IT service manager)	no. of person	433	427	449	449	465
Information processing engineer (System audit engineer)	no. of person	363	350	372	373	386
Registered Information Security Specialist[*1] (Successful candidates)	no. of person	375	377	578	729	911
Project Management Professional	no. of person	320	336	379	405	446
ITIL Manager / Expert / Intermediate	no. of person	68	77	86	86	101
Chartered Member of the Securities Analysts Association of Japan	no. of person	246	246	251	248	246
Certified Public Accountant Small and Medium sized	no. of person	15	12	17	20	20
Enterprise Consultant	no. of person	48	46	47	47	54
First-class Registered Architect	no. of person	10	10	10	11	11
Chief Telecommunications Engineer	no. of person	108	86	108	107	106

Number of employees who acquired NRI certification system	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Certified Business Developer	no. of person	23	27	29	29	36
Certified Business Analyst	no. of person	25	29	39	35	42
Certified Data Scientist	no. of person	17	21	24	26	24
Certified Application Engineer	no. of person	24	28	33	36	39
Certified IT architect	no. of person	66	69	77	83	88
Certified IT Service Manager	no. of person	39	43	45	54	56
Certified Project Manager	no. of person	107	117	130	143	148
Coverage		c	c	c	c	c

Note: As of the end of each fiscal year

Human Resources Development - Data

S03D

Ratio of empty positions filled via internal human resources	unit	FY2019	FY2020	FY2021	FY2022	FY2023
	%	94.6	95.7	94.2	89.1	93.4
Coverage		c	c	c	c	c

Note : The ratio of positions filled via interdepartmental transfers to the total number of positions filled via either mid-career recruiting or interdepartmental transfers

▶In-house education on ESG

In-house education on ESG

Since FY 2017, NRI Group has been conducting e-learning training on sustainability and ESG for employees of NRI and domestic group companies.
From FY 2019, we produced and deployed the animated videos related to climate change and human rights and global ESG trends, and strive to promote understanding of ESG and sustainability.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Completion Rate for ESG Testing	%	98.2	98.2	98.1	98.0	97.9
Coverage		b-	b-	b-	b-	b-

HCROI related figures	unit	FY2020	FY2021	FY2022	FY2023
Revenue	millions of yen	550,337	611,634	692,165	736,556
Operating expense	millions of yen	462,906	509,099	583,916	617,902
Employee related expenses*	millions of yen	174,717	201,857	242,812	251,894
Number of employees	no. of person	13,430	16,512	17,394	16,708
Coverage		a	a	a	a

* Employee related expenses include all personnel-related costs such as salaries, benefits, training and recruitment costs.

Business and Human Rights - Management Approach

S04M

NRI's approach to material issues

We support and respect the International Code of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Guiding Principles on Business and Human Rights, as set out in the NRI Group Policy on Human Rights. The policy clearly states the respect for basic labor rights and the prohibition of forced labor, child labor, discrimination, and harassment. In addition, as a company involved in the development and utilization of AI, we have established the “NRI Group AI Policy” intended to promote the development and utilization of AI while reducing the negative impact of AI.

In the NRI Group Procurement Policy, we declare our intent to contribute to building sustainable futures together with our business partners. In regard to sustainable procurement, the policy requires procurement that considers the environment and society in addition to compliance with laws and social norms (including human rights).
For more detailed information on sustainable procurement, also see the “Supply Chain Management - Management Approach” section.

NRI endorses the United Nations Global Compact's 10 principles and four domains of human rights, labor, the environment, and anti-corruption and in May 2017 we announced our participation and signed it.
Under the commitment of top management, NRI is committed to acting as a good member of society and striving to achieve sustainable growth by observing and practicing the ten principles and demonstrating responsible creative leadership.

Reference

P.60 "Supply Chain Management - Management Approach"

Priority activities / Medium- to long-term targets

NRI has positioned “fulfill our social responsibilities,” including human rights, as one of the materialities incorporated into our long-term management vision, “NRI Group Vision 2030 (V2030). In the NRI Group Medium-Term Management Plan (2023 - 2025) formulated based on V2030, we aim to expand our ESG efforts to the group globally and on to our supply chain.
We believe that human rights issues in our supply chain and both in Japan and overseas will become even more important in the future.

Progress / Achievements / Challenges

・In FY2018, we started to conduct human rights due diligence with our Sustainability Activities Committee.
・In FY2019, we promoted human rights due diligence and identified the current human rights risks of the NRI Group.
・In FY2020, we conducted a human rights risk assessment on NRI and group companies in order to clarify the human rights risks of NRI Group companies and our response to them during the COVID-19 crisis.
・In FY2021, we surveyed issues and risks related to human rights to identify actual and potential risks at each NRI Group company in Japan.
・In FY2022, we continued our efforts from the previous year and surveyed issues and risks related to human rights to identify actual and potential risks at each NRI group company in Japan. In addition to these efforts, we conduct similar surveys on human rights issues and risks at the various business divisions of NRI.
・Over FY2023 to the first half of FY2024, we enlarged the scope of our human rights risk survey to cover the entire NRI Group (including NRI non-consolidated, group companies in Japan, and group companies overseas), and used SAQ (self-assessment questionnaires) and interviews to identify the actual situation.

Link Files

NRI Group Policy on Human Rights
https://www.nri.com/en/sustainability/social/policies#human-rights

NRI Group Procurement Policy
https://www.nri.com/en/company/partner

NRI Group AI Policy
https://www.nri.com/en/sustainability/social/policies#AI_Ethics_Guidelines

Human rights report
https://www.nri.com/-/media/Corporate/en/Files/PDF/sustainability/library/back_number/human_rights_report_e.pdf

Business and Human Rights - Data

S04D

▶Business and human rights management

Governance structure for human rights

Responsible bodies and committees for human rights and their roles

Integrated Risk Management Committee

・Committee Chair：Masaaki Yamazaki, Senior Corporate Managing Director

・The Committee deliberates on important issues related to risk management of the Group, such as system failures and information security and business continuity, based on the instructions of the President & CEO. The above risks also include risks regarding human rights and AI.

Compliance Committee

・Committee Chair：Masaaki Yamazaki, Senior Corporate Managing Director

・The Committee deliberates on the issues concerning the promotion of ethical and compliance management covering the improvement of structures to comply with corporate ethics and laws and the prevention of violation reoccurrences, based on the instructions of the President & CEO.

Sustainability Committee

・Committee Chair：Hidenori Anzai, Senior Executive Managing Director, Member of the Board, Representative Director

・Under the supervision of the Board of Directors, a Sustainability Committee, chaired by a director in charge of promoting sustainability management, has been established. The committee deliberates important matters related to sustainability, based on the instructions of the President & CEO.

Sustainability Activities Committee

・Committee Chair：Masaaki Yamazaki, Senior Corporate Managing Director

・The Sustainability Activities Committee under the Sustainability Committee plays a role in promoting fundamental activities from the perspective of ESG. It is divided into four teams that promote activities to support sustainability management and work on various sustainability measures, such as human rights related investigations, decarbonization of the entire supply chain, and the disclosure of ESG information including scenario analysis.

Human Rights Education Committee

・Committee Chair：Hideki Saito, Senior Managing Director

・The Human Rights Education Committee was established by the President & CEO of the NRI to promote human rights awareness building across the NRI Group. This committee is comprised of "committee members" including NRI division managers and NRI group company presidents (or representatives) and "promoters" who are all the general managers at NRI groupcompanies. The committee members nominate "promoter representative" from each division or group company and "promoter representative" attends annual meeting of the Human RightsEducation Committee and reports on the topics discussed and human rights efforts to the each division and group company.

Involvement of the Board of Directors with respect to human rights
(reporting, deliberation, director evaluation, reflection in remuneration)

Important items regarding human rights are reported to the Board of Directors at least once a year via bodies such as the Sustainability Activities Committee and Sustainability Committee. The human rights risks identified in human rights due diligence and results of reports to our grievance mechanisms are reported to the Board of Directors twice a year via bodies such as the Compliance Committee and the Integrated Risk Management Committee.

Business and Human Rights - Data

S04D

System for promoting human rights efforts

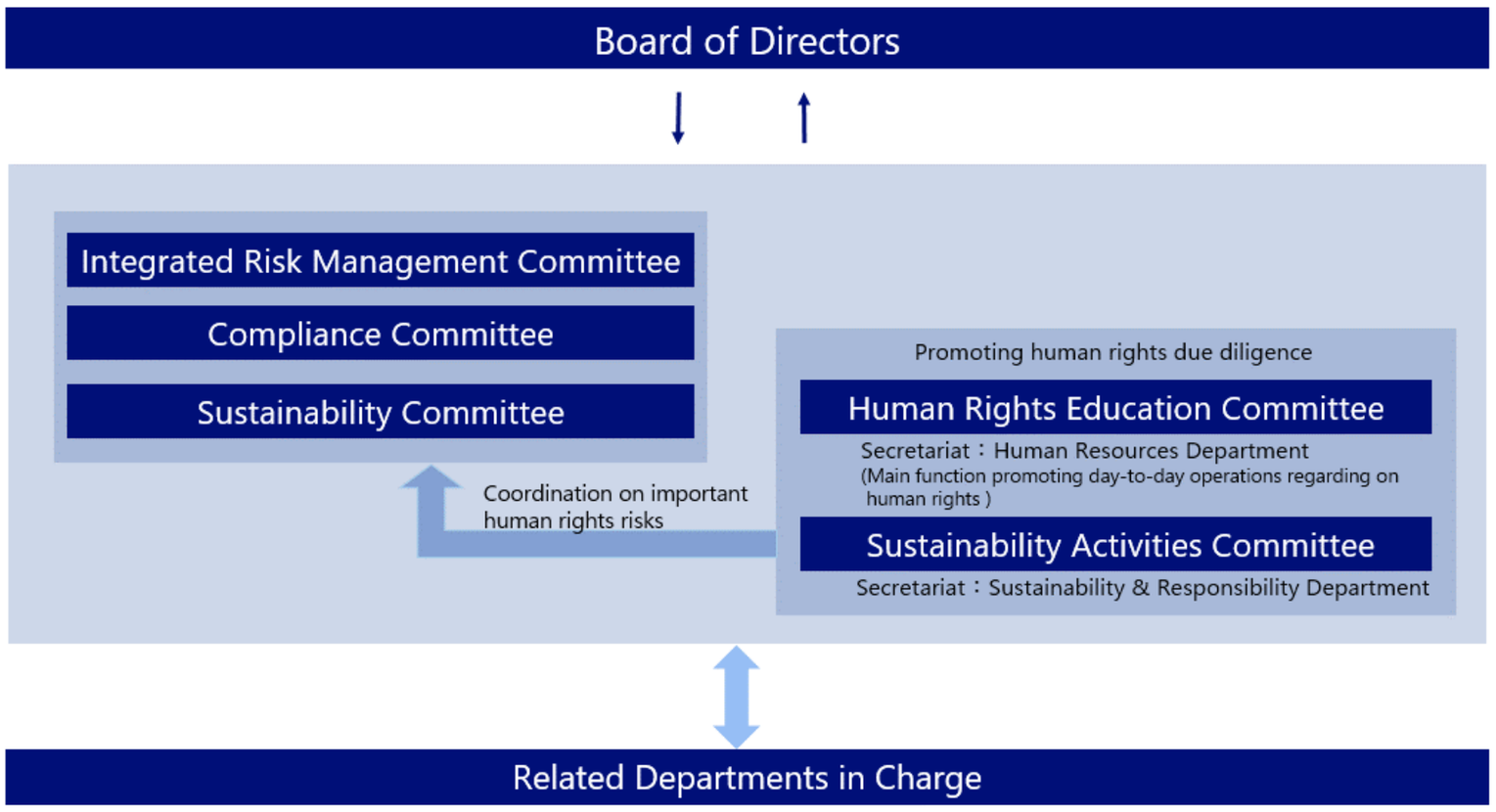
NRI efforts regarding human rights are debated by the following committees based on instruction from the President & CEO, and related committees and departments in charge coordinate and promote these efforts.

・For important items regarding the risk management of the NRI Group, the Integrated Risk Management Committee
・For important items regarding the promotion of ethics and compliance, the Compliance Committee
・For important items regarding sustainability, the Sustainability Committee

We promote the human rights due diligence process via the cooperation of the Sustainability Activities Committee (a subcommittee below the Sustainability Committee) and the Human Rights Education Committee, who formulate/promote our human rights policy, evaluate impacts on human rights, investigate/execute corrective measures, conduct monitoring, and disclose information.

Day-to-day operations regarding human rights is mainly promoted by the Human Resources Department, which handles regarding reports to the grievance mechanisms, and improves and monitors human resource measures. Reports to the grievance mechanisms are handled in cooperation with the relevant departments.

NRI Group governance structure for human rights



▶Efforts to respect human rights

Identification process of human rights risks

The NRI Group is promoting efforts to respect human rights based on international norms such as the International Code of Human Rights, the ILO Core Labor Standards, and the Guiding Principles on Business and Human Rights. We will proceed with our efforts to respect human rights by the process of "policy/commitment", "human rights impact assessment/theme identification", "approach for respecting human rights", and "monitoring/information disclosure".

Policy/ Commitment	Assess impacts on human rights and identify themes	Out approach for respecting	Monitoring/ disclosing information
● Formulation/commitment of policies regarding the respect of human rights, including our Policy on Human Rights, and building systems ● Embedding of policies/commitment	● Identifying areas with potential human rights risks (human rights risk assessment) ● Identifying human rights themes ● Communication with stakeholders ● Understanding the situation/assessing impact	● Measures for human rights themes ● Measures based on the result of evaluating impact on human rights ＋ ● Grievance mechanism	● Continuous monitoring of the status of countermeasures and their impact on human rights ● Disclosing the status of efforts

Business and Human Rights - Data

S04D

Business and human rights policy

Human rights policy

The NRI Group has established the NRI Group Policy on Human Rights and supports international human rights norms such as the "International Bill of Human Rights", "The Declaration of the International Labor Organization on Fundamental Principles and Rights at Work", and "10 Principles of the United Nations Global Compact", and has expressed its support for the Modern Slavery Act in Australia.
In addition, as a company involved in the development and utilization of AI, we have established the “NRI Group AI Policy” intended to promote the development and utilization of AI while reducing the negative impact of AI.
To promote sustainable procurement, we have formulated the "NRI Group Business Partner Code of Conduct", which includes not only compliance with laws and social codes by our business partners including suppliers, but also environmental, labor, and human rights issues. We have obtained signed agreements to the Code of Conduct from our major business partners including suppliers.

Applicable scope	
NRI Group Policy on Human Rights	All directors, officers and employees of NRI Group. Stakeholders in business relationship with the NRI Group (business partners including suppliers, third parties in which the NRI Group invests or collaborates, etc.)
NRI Group Procurement Policy	All directors, officers and employees of NRI Group
NRI Group Business Partner Code of Conduct	Business partners (Contractors, temporary staffing agencies, suppliers, etc.)
NRI Group AI Policy	All directors, officers and employees of NRI Group
"Modern Slavery Statement" Financial Year ending 31 March 2023	All directors, officers and employees of NRI Australia Holdings (including NRI Australia, Planit Test Management Solutions, Australian Investment Exchange) and its business partners (Contractors, temporary staffing agencies, suppliers, etc.)
Modern Day Slavery Statement	All directors, officers and employees of NRI Australia Limited ("NRI ANZ") and its business partners (Contractors, temporary staffing agencies, suppliers, etc.)
Modern Slavery	All directors, officers and employees of Planit Test Management Solutions and its business partners (Contractors, temporary staffing agencies, suppliers, etc.)

References

NRI Group Policy on Human Rights https://www.nri.com/en/sustainability/social/policies#human-rights

NRI Group Procurement Policy https://www.nri.com/en/company/partner

NRI Group Business Partner Code of Conduct https://www.nri.com/en/company/partner_code

NRI Group AI Policy https://www.nri.com/en/sustainability/social/policies#AI_Ethics_Guidelines

"Modern Slavery Statement" Financial Year ending 31 March 2023 (NRI Australia Holdings, Australia)
https://modernslaveryregister.gov.au/statements/14848/

Modern Day Slavery Statement (NRI Australia Limited, Australia)
https://nri-anz.com/modern-day-slavery-statement/

Modern Slavery (Planit Test Management Solutions, Australia)
https://www.planit.com/us/modern-slavery

Business and Human Rights - Data

S04D

▶Human rights due diligence

Implementation of human rights due diligence based on the UN Guiding Principles

NRI Group has established a framework for conducting human rights due diligence, in accordance with the procedures outlined in the UN Guiding Principles on Business and Human Rights, and conducts an annual evaluation of the impact of risks to the value chain. In addition to existing businesses, we are considering risk evaluation and countermeasures in consideration of human rights risks when performing due diligence for M&A and PMI (Post Merger Integration).

1. Human Rights Risk Assessment [FY2019]

NRI Group conducted Human Rights Risk Assessment in collaboration with Verisk Maplecroft*1 and Caux Round Table Japan*2, which provide globally generally accepted human rights risk assessment methods, and identified the potential human rights risks that NRI Group's business activities may have on human rights.
In accordance with the industry classification of Verisk Maplecroft, this human rights risk assessment covers the software & IT services industry to which the IT service business, the main business of the NRI group, belongs, and the professional services industry to which the consulting business belongs.
The report also covers all 37 countries where NRI, consolidated subsidiaries and Tier 1 suppliers are located, and has identified potential human rights risks that these industries could cause in the covered areas.
With regard to 10 human rights risk indices which selected based on their alignment to the International Labour Organisation (ILO) core labour conventions and relevance to the industries analysed, human rights risks are evaluated with a score of 0 to 10 points and are classified into four risk levels (extreme risk, high risk, medium risk, low risk).

*1 Verisk Maplecroft is a leading global risk analytics, research and strategic forecasting company.
It provides databased solutions and advice on political, human rights, economic and environmental risks to organizational resilience and sustainable procurement.

*2 Caux Round Table is a global network of business leaders aimed at ensuring business contributes to a more free, fair and transparent society. Caux Round Table Japan assists companies to promote their human rights activities.

<Scope of the assessment>

Business activities	Software & IT Services Industry: IT service business (Financial IT Solutions, Industrial IT Solutions, IT Platform Services) Professional Services Industry: Consulting business
Countries and areas	Australia, Brazil, Canada, China, Denmark, Dominican Republic, France, Germany, India, Indonesia, Ireland, Italy, Japan, Luxembourg, Malaysia, Mexico, Micronesia, Mongolia, Netherland, New Zealand, Norway, Panama, Philippines, Romania, Russia, Singapore, South Africa, South Korea, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, USE, UK, USA, Vietnam
Human Rights Indices	Child labour, Decent wages, Decent working time, Discrimination in the workplace, Modern slavery, Occupational health and safety, Right to privacy, Freedom association and collective bargaining, Indigenous Peoples rights, Land property and housing rights

Business and Human Rights - Data

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<Identified Human Rights Risks>

Right to privacy

・It was identified as "extreme risk" in 8 countries/regions and "high risk" in 8 countries/regions as human rights risk related to Software & IT Services Industries.

・It was identified as “high risk” in 4 countries/regions as human rights risk related to Professional Services Industry. (Major stakeholder groups related: customers, communities)

Decent wages

・It was identified as "high risk" in 14 countries/regions as human rights risk related to Software & IT Services Industries. (Major stakeholder groups related: Employees, Suppliers’ employees)

Decent working time

・It was identified as “high risk” in 5 countries/regions as human rights risk related to Professional Services Industry. (Major stakeholder groups related: Employees, Suppliers’ employees)

2. Human rights impact assessment (FY2019)

In response to the potential risk assessment results, we have begun to grasp the actual situation for NRI and its group companies and business partners in FY2019.

In order to understand the actual situation, we formulated and implemented survey contents and methods with reference to various guidelines such as the “ICT Sector Guide on Implementing the UN Guiding Principles on Business and Human Rights” of the European Commission and the “CSR Procurement Self-Assessment Tool Set” of the Supply Chain Subcommittee of global Compact Network Japan.

We also reviewed the survey contents and methods by promoting an understanding of the laws and regulations of each country and region and the internal and external environment.

In the future, we will continue to conduct surveys to understand the actual situation, review human rights themes, and address the risks discovered.

<Contents of understanding the actual situation>

・Status of each country/region: Laws applicable in each country/region, human rights issues and topics in each country/region, etc.

・Human rights/labor: Respect for human rights, discrimination, child labor, forced labor, wages, working hours, inhumane behavior, dialogue/consultation with employees, hotline status, worker privacy, etc.

・Safety and health: workplace safety and health, emergency response, occupational accident status, etc.

・Human rights in business: Relationship with contractors, possibility of human rights violations through business (possibility of privacy infringement, etc.)

・Others: Awareness of issues related to business and human rights, opinions on our company, etc.

Business and Human Rights - Data

S04D

<Identification of human rights themes in FY2019>

We believe that the NRI Group's priority human rights themes are "Decent Work," "Privacy and Data Security," and "diversity".
The basis is the NRI Group's corporate philosophy, vision, potential human rights risk assessment results, and communication with group companies and business partners.
Looking to the future, we will continue to study and act on ways to respect human rights regarding these human rights themes, not only for the NRI Group but also for the business impact of our business partners and other supply chains.
On the other hand, in the midst of changes in the business and human rights environment, we will make appropriate reviews based on the results of our understanding of the actual situation of human rights risk, dialogue with stakeholders both inside and outside the company, the environment, stakeholders and rights holders.

Decent Work

- Realization of work styles that are healthy and rewarding
- Realization of proper working hours and wages

Privacy and Data Security

- Realization of privacy protection that properly handles privacy information and protects personal dignity
- Realization of respect for human rights in line with technological evolution representing AI

Diversity

- Realization of an environment in which human resources of diverse backgrounds can play active roles without any discrimination or harassment

Business and Human Rights - Data

S04D

FY2020 : Conduct a human rights risk assessment

Overview

The spread of COVID 19 has impacted corporate business activties and raised new risks of negative impacts on human rights.
To correspond this changes, we have conducted an assessment on NRI and group companies in order to clarify the human rights risks of NRI Group companies and our response to them during the COVID-19 crisis.
We utilized the " Humanr Rights Due Diligence and COVID-19: Rapid Self-Assessment for Business" that specialized on the COVID-19 cirsis created by the United Nations Development Programme (UNDP).

<Scope of the assessment>

Scope	NRI and 13 domestic group companies
Summary of assessment	・Health and safety in the workplace ・Worker rights ・Impact on the environment and community ・Protecting privacy ・Preventing prejudice and discrimination ・Items for investigation in company policy and management

In the assessment conducted in FY2020, no critical risks were discovered, but we implemented improvements with the relevant departments for the items indicated below.

・ Raising awareness of policies that relates to occupational health and safety in COVID-19 crisis among all employees, including those who undertake work on a one-off basis
・Thoroughly inform employees about how to dispose of masks and personal protective equipment
・Consideration for discrimination and prejudice against people who are affected by COVID-19

As a response to discrimination and prejudice against employees who have contracted COVID-19, we provided information on matters that all employees should be aware of and consider regarding those who have contracted COVID-19 on our in-house portal site.
The portal site is accessible by all employees of NRI and 34 group companies including international subsidiaries.

We will take appropriate measures against risks other than the above.

Business and Human Rights - Data

S04D

FY2021 : Understanding human rights risk status

Overview

In order to comprehensively identify human rights risks at NRI group companies in Japan and list the expected risks facing the NRI Group, we conducted a risk survey at our group companies based on the human rights that companies must respect described in the "Business and Human Rights" document released by the Ministry of Justice.

<Scope of the survey>

Scope	NRI and 14 domestic group companies
Summary of survey	・Human rights issues related to technology or AI ・Right to privacy ・Harassment ・Freedom of expression ・Human rights issues in the supply chain ・Right to access remedies, etc.

In the human rights assessment conducted in FY2021, although we discovered actual risks regarding employee work hours, health, and harassment (power harassment/sexual harassment), other risks were categorized as potential risks.
In regard to employee work hours, health, and harassment, we have been implementing countermeasures across the entire company in recent years, with a focus on the human resources department. In addition to training provided to general managers, such as the Diversity & Inclusion Seminar and Anti-Harassment Seminar, we provide "anti-harassment classes" to all our employees in Japan.

In regard to potential risks such as privacy problems or human rights problems related to technology and AI, we will consider countermeasures while cooperating with the various departments.

Business and Human Rights - Data

S04D

FY2022 : Understanding human rights risk status

Overview

In order to comprehensively identify human rights risks at NRI group companies in Japan and list the expected risks facing the NRI Group, we conducted a risk survey at our group companies based on the human rights that companies must respect described in the "Business and Human Rights" document released by the Ministry of Justice. We conduct similar surveys on human rights issues and risks at the various business divisions of NRI.

<Scope of the survey>

Scope	NRI and 14 domestic group companies
Summary of survey	・Human rights issues related to technology or AI ・Right to privacy ・Harassment ・Freedom of expression ・Human rights issues in the supply chain ・Right to access remedies, etc.

The human rights assessment conducted in FY2022 saw similar trends to FY2021, and although we discovered actual risks regarding employee work hours, health, and harassment (power harassment/sexual harassment), other risks were categorized as potential risks.
In regard to employee work hours, health, and harassment, we have been continuing to implement countermeasures across the entire company, with a focus on the human resources department.
In regard to employee work hours and health, NRI has been aiming to realize "health and productivity management" to contribute to employee QOL (Quality of Life) since FY2015 by reducing lifestyle diseases and promoting work-life balance.
In regard to harassment, unconscious bias training is mandatory for directors, department heads, general managers (section managers), and managers in expert positions (required for all employees from FY2023), and we also provide department heads and general managers (section managers) with information on how to report and respond to bullying and harassment cases. We also provide "anti-harassment classes" to all our employees in Japan (all employees are required to take the course from FY2023).

In regard to potential risks such as privacy problems or human rights problems related to technology and AI, we are implementing measures to build awareness on AI ethics in our actual work, such as deploying a checklist to be referred to when developing and using AI. We will continue to coordinate with various departments as we consider measures to take across the entire company.

Business and Human Rights - Data

S04D

FY2023 - First half of FY2024 : Conduct a human rights risk assessment

1. Human rights risk assessment

For the first time since FY2019, the NRI Group conducted a human rights risk assessment in collaboration with external experts and Verisk Maplecroft*1, which provides globally recognized human rights risk assessment methods, and identified the potential risks that the business activities of the NRI Group may have on human rights. To conduct industry-based risk analysis, we utilize the database of RepRisk*2, the largest ESG technology company in the world.

Steps for identifying human rights risks

Step1: Select target countries and industries

Target countries: Total of 19

NRI Group offices (in Japan and overseas)

Countries and regions with offices that have the NRI Group suppliers that we spend the most on procurement

Target industries:

"Software and computer services" (which corresponds to the IT service industry, the main business of the NRI Group) and "assistance services (which corresponds to the consulting business)*Based on the ICB categories of RepRisk

Step2: Utilize the Verisk Maplecroft and RepRisk databases to analyze the risk of human rights violations occurring in each country and the human rights risks in each industry

Step3: Identify the human rights issues at the NRI Group based on step2

We first identify 16 human rights risk indices based on the risk categories of Verisk Maplecroft and their relevance with the target industries for analysis. Human rights risks are then assigned a value from one to ten, and categorized as having a risk level that is either significant risk, high risk, medium risk, or low risk.

*1 Verisk Maplecroft is a leading global risk analytics, research and strategic forecasting company. It provides databased solutions and advice on political, human rights, economic and environmental risks to organizational resilience and sustainable procurement.

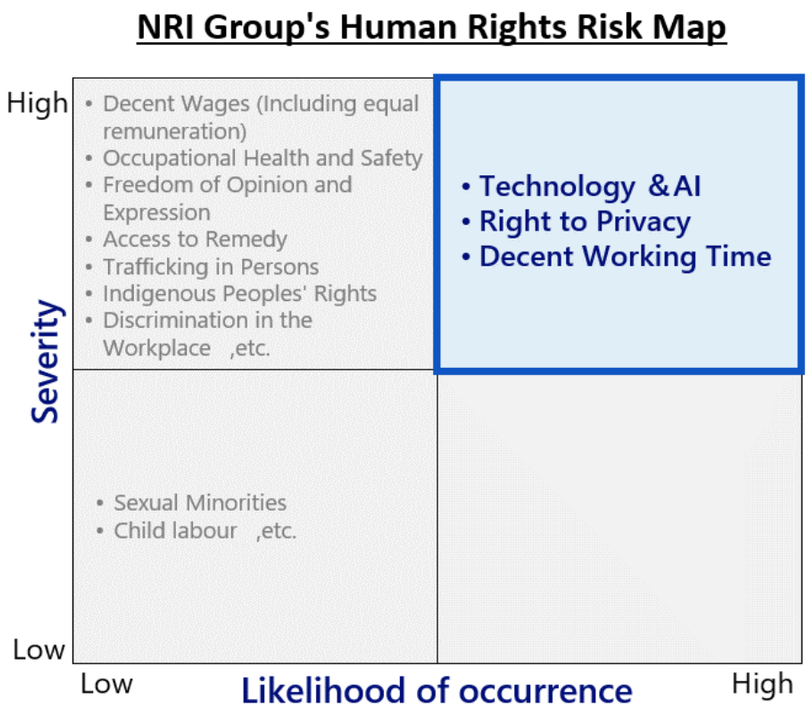
*2 RepRisk is the pioneering company in ESG data science, which utilizes AI and machine learning in combination with human intelligence to systematically analyze disclosed information and identify important ESG risks. The RepRisk ESG risk platform is the largest ESG risk database in the world.

<Scope of the assessment>

Business activities	Software and computer services (IT service industry) (financial IT solutions, industrial IT solutions, IT platform services) Assistance services: Consulting business
Countries and areas	China, Hong Kong, Micronesia, Taiwan, Singapore, Philippines, Korea, India, Indonesia, Thailand, Japan, U.S.A., Canada, Australia, New Zealand, U.K., Ireland, Denmark, Luxembourg
Human Rights Indices	Trafficking in Persons, Child Labour, Indigenous Peoples' Rights, Forced Labour, Migrant Workers, Freedom of Opinion and Expression, Freedom of Association and Collective Bargaining, Occupational Health and Safety, Decent Wages(Including equal remuneration), Decent Working Time, Discrimination in the Workplace, Access to Remedy, Minority Rights, Sexual Minorities, Women's and Girls' Rights, Right to Privacy, Technology ＆AI

Business and Human Rights - Data

<Identified Human Rights Risks>



Severity:
Total evaluation of scope, range, and potential help
Likelihood of occurrence:
Evaluation based on status of negative impacts and their possibility

■Technology and AI:
The risk of new technologies such as AI causing human rights issues such as defamation, violations of privacy, or discrimination

■Right to privacy:
The risk of the inappropriate acquisition, storage, disclosure, or provision of personal information or inappropriate interference in individual privacy (including online and personal life)

・One region was deemed to have a significant level of risk and one region was deemed to have a high level of risk
(Target stakeholder groups: Employees and partner company employees)

■Decent working time:
The risk of employees being forced to work in excess of legal limits without extraordinary circumstances

・Three regions were deemed to have a high level of risk, and two regions were deemed to have a medium level of risk
(Target stakeholder groups: Employees and partner company employees)

2. Human rights impact assessment

In response to the potential risk assessment results, we have begun to grasp the actual situation for NRI and its group companies and business partners (contractors, temporary staffing agencies, suppliers, etc.) in FY2019.

*For information on how we deal with human rights in the supply chain,
see the “Supply Chain Management - Management Approach” section.

In understanding the actual situation, we formulate survey items and methodology based on expert advice, and review these based on the laws in various countries and regions and an understanding of the internal and external environment.
In FY2023 to the first half of FY2024, we distributed an SAQ (Self-Assessment Questionnaire) to NRI and group companies to gain an understanding of the risk situation.
We then reviewed our human rights themes based on the results of the questionnaire and changes in the situation when compared to the results of the survey conducted in FY2019.

<Contents of understanding the actual situation>

・Status of each country/region: Laws applicable in each country/region, human rights issues and topics in each country/region, etc.
・Understanding of human rights situation: Status of conducting human rights surveys, understanding of situation regarding human rights violations, etc.
・Mitigation measures: System/status of mitigation measures, prevention of reoccurrence, etc.
・Communication: Status of human rights dialog with stakeholders, etc.
・Measures for risk mitigation: Education on human rights, status of efforts for reducing risk, etc.
・Access to remedy: Operation status of grievance mechanisms, status of handling reports, etc.
・Human rights in business: Requirements from clients, relationships with subcontractors, possibility of human rights violations in the supply chain, etc.
・Others: Awareness of issues related to business and human rights, opinions on our company, etc.

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<Scope of the survey>

Scope	NRI and 40 group companies
* Coverage	100% of the entire group
Summary of survey	・Decent Wages(Including equal remuneration) ・Working Environment ・Harassment in the workplace ・Forced Labour ・Freedom of Association ・Rights of Immigrants and Indigenous Peoples ・Child Labour ・Right to Privacy ・Consumer Safety and Right to Know ・Discrimination ・Freedom of Expression ・Human rights issues related to technology and AI , etc.

The SAQ conducted in FY2023 revealed the same trends in the results from FY2022 and earlier, which indicated that risks regarding employee work hours and health and harassment (power harassment and sexual harassment) are apparent, but that other risks remain potential risks. New potential risks may include risks regarding technology and AI.
We conducted interviews with group companies and operating departments in Japan and overseas, based on 1. Human Rights Risk Assessment and the results of the SAQ responses.
(Conducted for a total of six NRI group companies)
We confirmed the same risk trends as seen in the results of the SAQ responses. As the requirements for human rights under the various legal systems are different in each country, we will continue to gather information and communicate with our overseas group companies in particular.

<Identification of human rights themes>

Based on the results of human rights due diligence from FY2023 to the first half of FY2024, we set three new human rights themes for the NRI Group to focus on, which are “Technology and AI”, “Right to privacy”, and “Decent work environment”. We are also working to correct the apparent risks recognized in the interviews we conducted.

・Technology and AI, right to privacy:
Building a system to reduce AI risks including human rights risks
Formulating rules for the safe use of AI
・Decent work environment: Efforts focused on employee work hours and health and tackling harassment

Reference

P.60 "Supply Chain Management - Management Approach"

Business and Human Rights - Data

S04D

▶Mitigation measures for human rights risks

Mitigation measures for human rights risks (1)

Of the themes identified in the human rights risk assessment and impact assessment, we are promoting efforts to address the risk of using AI, as part of mitigation measures regarding “Technology and AI”.
Because AI related technologies have the potential to provide various benefits to people’s lives and society but also have negative impacts, the NRI recognizes the obligations regarding promotion of the research, development, and use of AI and believes it important that AI is appropriately adopted and utilized in its business activities.
That is why NRI has formulated NRI Group AI Policy for promoting the research, development, and use of AI while countering new risks, as indicated below. In order to further increase the effectiveness of this policy, we also build and operate AI governance processes and strive to use fair and wholesome AI.

NRI Group AI Policy
In order to address the new risks caused by the emergence of generative AI in addition to the fundamental risks of AI, we have formulated a basic policy comprised of the following six items:
1. Dialogue and co-creation with stakeholders, 2. Fairness and respect for human rights, 3. Transparency and accountability, 4. Information security and safety assurance, 5. Compliance & regulations and protection of rights, and 6. AI governance and human resource development.

AI Risk Screening Committee
We have constructed a screening process for addressing AI risks, and screen all AI related projects. For AI projects deemed particularly risky, relevant internal departments and experts attend an AI Risk Screening Committee meeting, where they deliberate the ethical, legal, and security aspects of the project and decide whether the project should go ahead.

※For details, ”Risk countermeasures for utilizing AI” on page 51.

Reference	
NRI Group AI Policy	https://www.nri.com/en/sustainability/social/policies#AI_Ethics_Guidelines
Applicable scope	
All directors, officers and employees of NRI Group	

Business and Human Rights - Data

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Mitigation measures for human rights risks (2)

Of the themes identified based on our human rights assessment and impact assessment, we are implementing mitigation measures for ensuring a decent work environment, and will continue to address employee work hours and health and harassment issues that have become apparent via efforts across the entire company.

<Efforts in Japan>
In regard to employee work hours and health, NRI has been aiming to realize "health and productivity management" to contribute to employee QOL (Quality of Life) since FY2015 by reducing lifestyle diseases and promoting work-life balance.
In regard to harassment, unconscious bias training is mandatory for all employees, and we also provide department heads and general managers (section managers) with information on how to report and respond to bullying and harassment cases. We also provide "anti-harassment trainings" to all our employees in Japan.

<Efforts overseas>
・Australia
Planit Test Management Solutions holds quarterly "Work health & safety committee" meetings to discuss topics related to human rights and mental and physical health. In addition, counseling services are provided to employees under the Employee Assistance Program, and each affiliated company operates its own employee health services.
Regarding harassment, Planit conducts annual compliance training to increase knowledge and understanding of harassment, workplace bullying prevention, privacy rights, modern slavery law, code of conduct, and mental health.

・India
NRI Consulting and Solutions India and NRI Financial Technologies India have established a system for preventing sexual harassment in the workplace based on compliance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, which is a local law. The Internal Complaint Committee (ICC) established at each company oversees the corrective measures and reporting process for harassment cases under the supervision of external experts.
In addition, to deepen employees' knowledge of harassment, we offer e-learning and workshops with external instructors for all employees. The workshops include programs to promote awareness of harassment, inform employees of the reporting contact points, corrective measures, and case studies to share countermeasures.

Engagement on human rights

Human rights related disclosure

We publish our human rights initiatives on our website and in our reports.
We published the "Human Rights Report" in FY2019, which summarizes our policies and efforts concerning human rights.
This report was prepared with reference to the UN Guiding Principles Reporting Framework, which is a comprehensive guideline for reporting on the measures to human rights issues.

Reference

Human rights report
https://www.nri.com/-/media/Corporate/en/Files/PDF/sustainability/library/back_number/human_rights_report_e.pdf

Business and Human Rights - Data

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In-house education on human rights

Internal education

In the "NRI Group Employees' Code of Business Conduct", we promote understanding of internationally-recognized human rights and define NRI Group employee actions for respecting human rights based on a recognition that the business activities of the NRI Group may impact human rights. The content of the NRI Group Employees' Code of Business Conduct is disseminated to all employees including those who work at group companies in Japan and overseas via the "Rules Book: Fundamental Rules for Executive Officers and General Staff" that is reviewed annually. The "NRI Group Employees' Code of Business Conduct" and the "Rules Book: Fundamental Rules for Executive Officers and General Staff" are also communicated via the training for each hierarchy level and position. In the event of a statement or action that violates human rights, the facts of the situation will be investigated and then the relevant employee will be subject to disciplinary action for non-compliance if necessary. We regularly provide the "Basic rules for working in the NRI Group (for temporary employees)" to our temporary employees and explain that we respect human rights and prohibit discriminatory behavior.

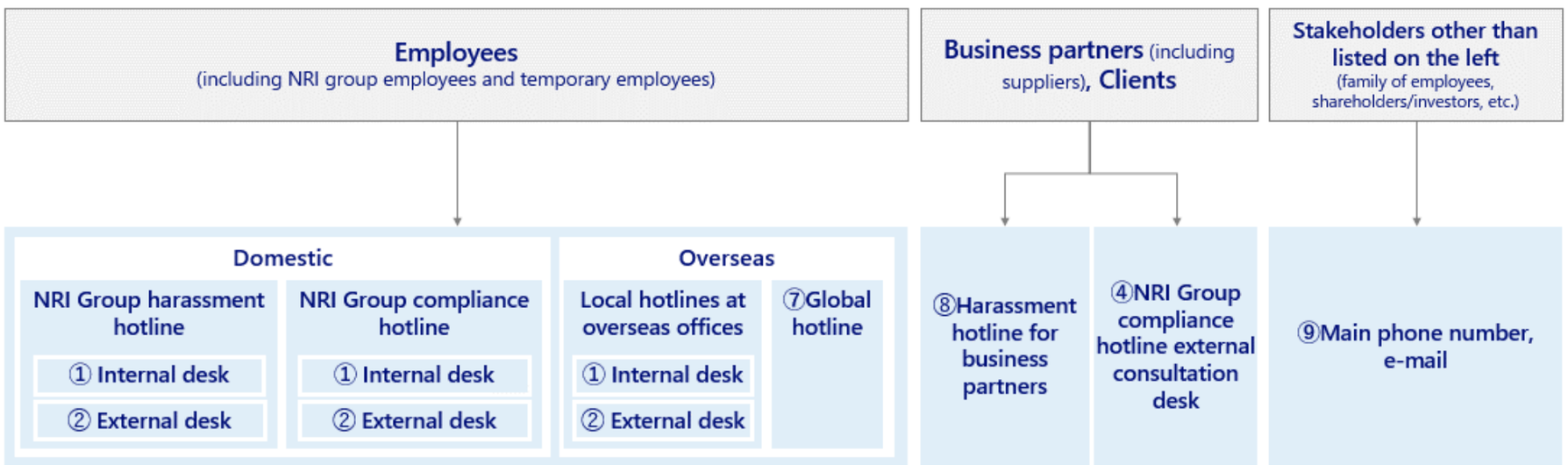
At the NRI Group, we aim for each and every one of our employees to think about respect for human rights as defined in the "NRI Group Employees' Code of Business Conduct" and be involved in initiatives for promoting understanding. As part of these efforts, we provide e-learning on basic ESG knowledge to all employees at group companies once a year, which include explanations on "business and human rights" to promote understanding. We also widely explain the importance of respecting human rights via opportunities such as training for each hierarchy level, including executive training and compliance training. During new employee on-boarding training, we explain "Human Rights Awareness" and "NRI Group AI Policy". Unconscious bias training is mandatory for directors, department heads, Group Managers (section managers), and managers in expert positions, and we always inform them of this requirement at the training for promotion to expert positions (required for all employees from FY2023). By making managers aware of "unconscious bias," we are striving to reduce human rights risks in the workplace. In addition, we provide department heads and Group Managers (section managers) with opportunities to think about human rights by sharing how to report and respond to bullying & harassment cases, as well as seminars on diversity & inclusion and anti-harassment measures.

Response to consultation and report on human rights

Human Rights Hotlines at the NRI Group (Grievance Mechanism)

The NRI Group has established human rights hotlines for consultation/reporting to enable swift and direct help to those negatively impacted in terms of human rights. Each of these hotlines strictly upholds the privacy of the reporters and enables the relevant departments to coordinate in order to respond appropriately. If compliance violations or other violations are suspected via routes other than the hotlines below, we will investigate and respond accordingly. The status and results of consultations are handled by the Compliance Committee and departments in charge and reported to the President & CEO. In the future, we will validate the effectiveness of our systems and improve our efforts from the perspective of grievance mechanism as required by the UN Guiding Principles for Business and Human Rights.

Overview of human rights hotlines at the NRI Group



Business and Human Rights - Data

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<Description of each hotline>

System for handling consultations/reports from employees, dispatched employees, and partner company employees

①② NRI Group harassment hotline

③④ NRI Group compliance hotline

⑧ Harassment hotline for business partners

For NRI Group employees and business partners (such as contractors, temporary staffing agencies, and suppliers), in the unlikely event that their own human rights or those of someone else have been compromised, or if they notice there may be the risk of the same, there are both internal and external reporting desks available, the contact details for which can be checked on the intranet at any time. In addition, we strive to keep employees informed on the existence of hotlines by providing explanations during training when joining the company and in the "Rules Book: Fundamental Rules for Executive Officers and General Staff" distributed annually. Temporary employees are provided with the "Basic rules for working in the NRI Group (for temporary employees)" booklet distributed each year and when they first start work. Contractors who work at NRI Group offices are provided with materials indicating that there is a reporting desk when they first start work. When queries or reports are received, the committee swiftly responds upon investigating the facts of the matter, and implements measures to prevent reoccurrence.

System for responding to consultations and reports for employees at overseas offices

⑤⑥ Local hotlines at overseas offices

⑦ Global hotline

We have set up hotlines for reporting human rights problems in the workplace (including harassment) and legal violations. In addition to local hotlines for each office set up inside and outside the company to accept a wide range of complaints regarding unfair treatment or discontent regarding harassment or workplace environment, we have also established a global hotline (run by a subcontractor of our headquarters) that directly reports to the headquarters regarding reports on serious misconduct. Issues reported to these hotlines are shared with the relevant departments of the headquarters, and the headquarters and overseas offices work together to appropriately handle the issues and prevent their reoccurrence.

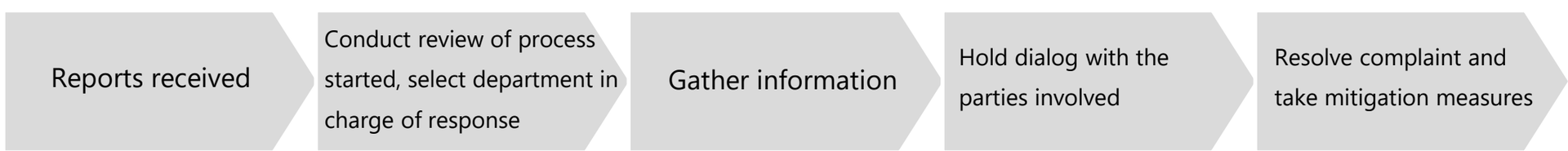
System for responding to consultations and reports from outside parties (such as business partners or the local community)

⑨Main phone number/E-mail

At the NRI Group, the representative telephone numbers and e-mail addresses that accept general inquiries are open to the public, and the relevant departments will respond through the public relations department of each company. In FY2021, we also established a consultation hotline for business partners (such as contractors, temporary staffing agencies, and suppliers).

Process for responding to consultations

We generally handle consultations according to the following process. We handle complaints via an appropriate process while conferring with the parties involved.



Applicable scope

All stakeholders, including all directors, officers and employees of NRI Group, business partners (contractors, temporary staffing agencies, suppliers, etc.), clients and the local community

Business and Human Rights - Data

S04D

Actual report to grievance mechanisms from suppliers, local communities and others

The NRI Group has established contact points both inside and outside the company to receive internal reports and consultations (including anonymous reports) from group employees.
Incidents escalated from the compliance hotline and harassment hotline are investigated and handled by the manager in charge, who then summarizes the results. The summary is reported to the Board of Directors.
A total of 28 reports were received in FY2023, of which two were compliance violations.

Applicable scope

All directors, officers and employees of NRI Group
and business partners (contractors, temporary staffing agencies, suppliers, etc.)

Reference

P.55 "Violations of laws and internal regulations"

▶Freedom of association and the right to collective bargaining

Dialogue with labor union

NRI protects the right to freedom of association and collective bargaining of group employees including those working overseas*1 and in Japan, NRI has a union shop contract with the Nomura Research Institute Labor Union.
Through collective bargaining and social gatherings, NRI frequently discusses various issues with unions, such as the economic benefits of union members, personnel systems, and working environment.
The results of the “Employee Attitude Survey” conducted by the labor union every year and the problems revealed during the discussions at the labor union branch meetings and seminars will be reported to the NRI management and will be utilized in the formulation of measures.

	unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of labor union members*2	no. of person	3,667	3,965	4,402	4,701	4,952
Rate of unionization*3	%	100	100	100	100	100
Coverage*2		d	d	d	d	d

*1 Except when prohibited by local laws and regulations

*2 As of the beginning of following fiscal year.

*3 The rate of unionization is the ratio of target employees (NRI adopts the union shop system)

Business and Human Rights - Data

S04D

▶Engagement on human rights

Stakeholder dialogue

Every year NRI holds dialogues with experts and strives to grasp ESG risks including human rights risk related to the business activities of the NRI Group.
In previous dialogs, we discussed topics such as respect for human rights through business, human rights issues in the supply chain, and complaint handling mechanisms.
The experts identified human rights risks that NRI should consider, including digital rights, worker rights, discrimination based on sexuality and nationality, human rights in the supply chain, and impact on the community.
We plan to identify our specific human rights risks, evaluate and respond to them.
As for human rights policy, we held dialog with WBCSD* on human rights policy to reaffirm our stronger commitment to human rights and revise our human rights policy.

Reference

Stakeholder Dialogue https://www.nri.com/en/sustainability/management/dialogue

* A CEO association of approximately 200 companies aiming for sustainable development.

Multi stakeholder engagement

We are committed to keeping ourselves informed on human rights issues through dialog with multi-stakeholders including companies, NGOs and NPOs, and experts, and we participate in the following programs.
・Subcommittee activities on supply chains and human rights due diligence organized by Global Compact Network Japan
・Subcommittee activities on human rights and sustainability strategy work groups organized by Business for Social Responsibility
・WBCSD B4IG Equity Action Platform / The Business Commission to Tackle Inequality (BCTI) - Human Rights Due Diligence, Social Performance & Accountability (Including TISFD) Workstream

Issues raised

Key human rights issues for the ICT sector (extract)
• The potential for employees to work long hours and / or unpaid overtime when working on developing information systems
• The potential threat from service shutdowns to users' activities and daily lives
• The potential for damage to people's privacy from personal data breaches
• The potential for damage to people's personal rights from malicious websites and / or information and communications technologies (ICT)
• The risk of being unable to resist state demands to hand over personal information
• The potential risk in overseas business activities of bribery and corruption involving government officials
• Environmentally sensitive usage of energy and water
• Exerting a positive influence on improving people's lives by bridging the information divide between communities

References

Global Compact Network Japan: Subcommittee Activities (In Japanese only)
https://www.ungcjn.org/objective/member/connect/action.html#supplychain
Business for Social Responsibility：Membership
https://www.bsr.org/en/membership
The Business Commission to Tackle Inequality (BCTI) : Our commissioners
https://tacklinginequality.org/our-commissioners

Corporate Citizenship - Data

S05D

▶Corporate citizenship policy

Corporate citizenship policy

The NRI Group believes that " Building sustainable futures and Achieving growth strategies for the NRI Group are one and the same." Based on this perspective, we engaged in various "social initiatives" that may not directly connect to short-term business activities, in addition to creating social value through our business activities.
In recent years, as companies have made significant advancements in contributing to the resolution of social issues through their business activities, the "definition of Corporate citizenship"* has expanded. At the NRI Group, we define activities that contribute to building sustainable futures, including long-term initiatives that create social impacts, as "social initiatives." These activities include forming relationships with stakeholders, developing business themes, and developing human resources, all of which will contribute to improving the future corporate value of the NRI Group.
Each business segment of the NRI Group, both at domestic and overseas offices, including the headquarters, is currently carrying out these “social initiatives”. The themes of these initiatives are organized into three areas: "DX 3.0," "Future Human Resources Development," and "Industry Strengthening."
Each of these themes based on the "direction of management" such as the corporate philosophy and growth story of the NRI Group, the "capabilities" such as business models and management resources, and the "social issues and needs" that the NRI Group is expected to address. We believe these areas allow the NRI Group to demonstrate its unique strengths in social activities.

* Reference: Definition of social contribution activities by the Japan Business Federation (Keidanren)
"Activities that do not directly connect to profit-oriented business activities in the short term but contribute to the resolution of social issues conducted by companies." (Japan Business Federation, "Survey Results on Social Contribution Activities," 2020)

Corporate Citizenship - Data

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Examples of corporate citizenship activities (including social initiatives)

【Stakeholder engagement leading to DX3.0】

Japan : Social advocacy activities as a think tank
As Japan's first comprehensive private-sector think tank, NRI provides recommendations on creating social value and solving social issues. These activities transmit information to society via reports, forums, books, and publications such as "Knowledge creation and integration."
https://www.nri.com/en/knowledge

Japan : Proposals regarding Coronavirus Infection (COVID-19) measures
We provide advice on COVID-19 countermeasures from various perspectives.

https://www.nri.com/en/keyword/proposal

Japan : NRI Dream Up the Future Forum
NRI organize the NRI Dream Up the Future Forum to consider the future of Japan and the world together with experts and specialists from inside and outside the company based on NRI's Corporate Statement "Dream up the future." The theme for 2023 was "A new society in the age of generative AI."

Japan : Center for Strategic Management & Innovation, Life DX & Data Science Department
In order to promote NRI data science across the organization, we conduct activities to transform society and business from three perspectives: Gathering/sharing know-how, developing/utilizing human resources, and fundamental research on data utilization.
https://datascience.nri.com/archive/category/English

【Human resource development】

Japan : Career education program
We conduct career training for students, in order to help develop the next generation, who will become human capital for the future society. By providing practical learning opportunities that capture the essence of business, which is hard to receive in school classes, these programs based on NRI knowledge enable students to find their own answers to given problems while hearing diverse opinions, so that they can grow into adults with the ability to think and solve problems.

Japan : "SANS NetWars" CTF contest for students to compete with security technologies
NRI Secure Technologies holds an annual CTF (Capture the Flag*) content for students, as part of its security education and awareness building activities. Although there are many CTF contests on information security skills, our contest includes various hidden hints that enable beginners to participate, and is geared toward showing the participants the key points of learning after the contest.
*Capture the Flag is a hacking contest where contestants in the field of information security utilize their specialized knowledge and technologies to discover hidden flags (answers) and compete to see who can find the most within the given time limit.

Japan : Pavilion exhibit at KidZania Fukuoka
Based on the desire to get children to think on their own and get interested and excited about solving social issues while moving their hands, we exhibited the Business Innovation Center pavilion at children's career and social experience facility KidZania Fukuoka (city of Fukuoka, Fukuoka Prefecture) in July 2022. We also donated KidZania Fukuoka admission tickets to orphanages and other children's facilities as well as foster homes in the city of Fukuoka.

Japan : Opening the World Café with university students
NRI's Capital Markets & Wealth Management Solutions Division has launched Social Good Actions, an initiative for more in-depth insight into social issues and to generate innovative business ideas that leverage DX to solve those issues. As part of these activities, they held discussions with guest university students belonging to Project Anchor which engages in activities to address social issues.

Corporate Citizenship - Data

S05D

Australia： Talent Beyond Boundaries
Planit partners with Talent Beyond Boundaries to provide skilled refugees with work and sponsorship of their visa to enable them to move and settle in one of the countries in which we operate. Planit hires an employee as a Consultant - Automation through this initiative and seek continuous engagement with them.

Australia： HerTechPath
Planit partners with HerTechPath to deliver free interactive workshops for female high school students which showcase amazing women making an impact in the tech sector and inspire girls to look at a career in tech, cyber and STEM.

Australia：Techgirls Movement
Planit partners with Techgirls to encourage Australian school girls into tech careers through hands-on learning, to transform their future.

Australia : Curtin University's AASQA
Planit partners with the Autism Academy for Software Quality Assurance (AASQA) at Curin University in Western Australia to provide free training, education, and mentoring programmes for autistic children.

Australia：Neurodiversity in Business
Planit partners with Neurodiversity in Business to supporting neurodivergent individuals, and help them find worthwhile and fulfilling careers in tech.

New Zealand：Māori and Pasifika Training Scholarships
Planit partners with Unitec (Te Pūkenga – The New Zealand Institute of Skills and Technology) in New Zealand to provide free training and internship opportunities for those of Māori and/or Pasifika descent.

New Zealand：NxtStep
Planit partners with NxtStep in New Zealand to inspire and empower newer generations to kick-start their tech careers.

United Kingdom：Women in Tech UK
Planit partners with Women in Tech UK to highlight the many opportunities we have for women looking to enter or progress in the technology sector.

【Enhancement of industrial competitiveness and community regeneration】

Japan : Efforts of NRI Group toward reconstruction from the Great East Japan Earthquake
After the Great East Japan Earthquake, NRI launched the Earthquake Recovery Support Project directly under the President, on March 15, 2011. We assist the areas affected by the earthquake in various ways, including the provision of recommendations, surveys, and solutions, and disaster recovery support and donations.

Australia : Sponsorship agreement with Australian rugby team NSW Waratahs
NRI Australia has signed a sponsorship agreement to be Principal Partner of popular Australian rugby team the New South Wales Waratahs. In addition to further expanding its brand recognition in the Oceania region, NRI also aims to make greater contributions toward economic vitality in the region through this partnership.
https://www.nri.com/en/news/info/cc/lst/2022/1019_1

Australia : STEPtember
Each September, Planit participates in a virtual challenge that encourages employees to walk 10,000 steps a day while raising funds for people living with cerebral palsy. Planit dollar matches the fundraising efforts of their employees.

Note : Some of the examples presented here do not include social contribution activity expenses.

Link File	
Planit Partnership	https://www.planittesting.com/au/about/diversity

Corporate Citizenship - Data

S05D

Inputs for corporate citizenship activities

Social contribution expense		unit	FY2019	FY2020	FY2021	FY2022	FY2023	Assur-ance
Total		millions of yen	683	780	1,292	1,637	1,769	
By expense item	Cash contribution	millions of yen	314	343	310	352	326	✔
	In-kind giving	millions of yen	3	0	0	2	0	
	Facility offering	millions of yen	4	0	0	3	1	
	Provision of human resources to management school	millions of yen	58	71	72	65	67	✔
	Research and study to solve social issues*	millions of yen	174	259	864	1,181	1,372	
	Others	millions of yen	132	107	46	34	3	
Ratio to ordinary income (Non-consolidated)		%	0.90	1.03	1.44	1.61	1.67	
Coverage			c	c-	c-	c-	c-	

* Due to a change in calculation methodology from 2022, there is a discrepancy with the previous year

Social contribution expense by category	unit	FY2023
Total	millions of yen	1,637
Community investments	millions of yen	1,742
	%	98.5
Charitable donations	millions of yen	27
	%	1.5
Commercial Initiatives	millions of yen	0
	%	0.0

Social contribution expense by type of contribution	unit	FY2023
Total	millions of yen	1,769
Cash Contributions	millions of yen	326
Time: employee volunteering during paid hours	millions of yen	70
In-kind giving	millions of yen	1
Management costs	millions of yen	1,372

Corporate Citizenship - Data

S05D

▶Output of corporate citizenship activities

KPI of corporate citizenship activities			unit	FY2019	FY2020	FY2021	FY2022	FY2023
Human resources development for next generation	No. of entries for NRI Student Essay Contest			2,300	1,925	3,043	2,215	-
	Career education support	No. of schools conducted		29	2	4	20	14
		No. of participants	no. of person	704	41	131	647	382
		Coverage		c	c	c	c	c
Social development	Donation support for disaster-stricken areas*1	Total	1,000 yen	12,000	14,050	7,500	50,000	30,746
		Great East Japan Earthquake disaster	1,000 yen	12,000	11,000	7,500	-	-
		July, 2020 heavy rain disaster	1,000 yen	-	3,050	-	-	-
		Related to the situation in Ukraine Humanitarian	1,000 yen	-	-	-	50,000	-
		2024 Noto Earthquake	1,000 yen	-	-	-	-	30,746
		Coverage		a	a	a	a	a
	TABLE FOR TWO*2 *3	number of meals provided locally		31,431	10,576	5,538	6,816	9,433
		Coverage		d	d	d	d	d
Transmission of information	No. of books issued			21	18	21	22	22
	No. of articles in newspapers and magazines			290	353	309	336	367
	No. of lectures given			911	666	765	860	907
	No. of appearances on television and radio			89	113	87	100	153
	No. of news releases			80	86	98	71	56
		Coverage		c	c	c	c	c

*1 Total of donations from NRI, NRI Group employees and matching gift by NRI

*2 Total value of donation from eating and drinking person and matching gift of same amount by NRI

*3 Including the amount of CUP FOR TWO started from FY2017

▶Payments Such as to Various Associations

Payments Such as to Various Associations		unit	FY2019	FY2020	FY2021	FY2022	FY2023
Total		1,000 yen	17,503	21,076	25,737	33,460	39,263
	Trade associations or tax-exempt groups	1,000 yen	17,503	21,076	25,737	33,460	39,263
	Local, regional or national political campaigns / organizations / candidates	1,000 yen	-	-	-	-	-
	Lobbying, interest representation	1,000 yen	-	-	-	-	-
	Others	1,000 yen	-	-	-	-	-
	Coverage		c	c	c	c	c

Note: Largest Contributions and Expenditures of FY 2023 were as follows.

WBCSD：15,173 thousand-yen, BSR：5,802 thousand-yen and CDP：4,680 thousand-yen

Building a better working world

Translation

The following is an English translation of an independent assurance report prepared in Japanese and is for information and reference purposes only. In the event of a discrepancy between the Japanese and English versions, the Japanese version will prevail.

Independent practitioner's assurance report

Ms. Kaga Yanagisawa
President & CEO
Nomura Research Institute, Ltd.

Scope
We have been engaged by Nomura Research Institute, Ltd. (hereafter the "Company") to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the Company's environment and society data and indices (the "Subject Matter") contained in the Company's "Disclosure of Sustainability Information" on the Company's "ESG Databook 2024" (the "Report") for the period from April 1, 2023 to March 31, 2024. The scope of our assurance procedures was limited to the indicators marked with the symbol "✔" in the Report.

Criteria applied by the Company
In preparing the Subject Matter, the Company applied the Criteria, that it determined with consideration of laws and regulations applicable to the Company as presented on the Company's "Scope of Data Collection and Method of Calculation for Key Sustainability Performance Indicators."

The Company's responsibilities
The Company's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error. Greenhouse gas (GHG) emissions are estimated using emissions factors, and the scientific knowledge on which such emission factors are based has not been established. GHG quantification is subject to inherent uncertainty.

EY's responsibilities
Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000 (Revised)') and with respect to GHG emissions, the International Standard on Assurance Engagements: Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"), issued by the International Auditing and Assurance Standards Board, and the terms of reference for this engagement as agreed with the Company on November 6, 2023 Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in

accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management
We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements*, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed
Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.
Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Making enquiries regarding the Company's own criteria that it determined with consideration of laws and regulations applicable to the Company, and evaluating the appropriateness thereof;
- Inspecting relevant documents with regard to the design of the Company's internal controls related to the Subject Matter, and enquiring of personnel responsible thereof at the Company and data centers visited (Tokyo Data Center I and Osaka Data Center II);
- Performing analytical procedures concerning the Subject Matter at the Company and data centers visited (Tokyo Data Center I and Osaka Data Center II); and

- Testing, on a sample basis, underlying source information, matching indicators with the evidence and conducting relevant re-calculations at the Company and data centers visited (Tokyo Data Center I and Osaka Data Center II).

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion
Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter for the period from April 1, 2023 to March 31, 2024 in order for it to be in accordance with the Criteria.

Kenji Sawami
Ken Komatsuzaki
Engagement Partners
June 24, 2024
Ernst & Young ShinNihon LLC
Tokyo, Japan

Statement of use	NRI Group has reported the information cited in this GRI content index for the period April 1, 2022 through to March 31, 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	None applicable

◆ General Disclosures

GRI 2: General Disclosures 2021		Reference	Page no.
1. The organization and its reporting practices			
2-1	Organizational details	Integrated Report 2024 - Corporate Data / Share Information	p.140
		NRI official website - NRI Group Companies and offices	Link
2-2	Entities included in the organization's sustainability reporting	ESG Databook 2024 - Scope of reporting	p.23
2-3	Reporting period, frequency and contact point	ESG Databook 2024 - Contents	Contents
2-4	Restatements of information	ESG Databook 2024 - Correction of previously reported information	p.23
2-5	External assurance	ESG Databook 2024 - Independent Assurance	p.180
2. Activities and workers			
2-6	Activities, value chain and other business relationships	Integrated Report 2024 - NRI's Business Model	p.20
		Integrated Report 2024 - NRI's Four Business Segments	p.19
		ESG Databook 2024 - Supply chain situation	p.62
2-7	Employees	ESG Databook 2024 - Employee data	p.119
2-8	Workers who are not employees	ESG Databook 2024 - Supplier overview	p.62
3. Governance			
2-9	Governance structure and composition	ESG Databook 2024 - Members of the Board	p.27
		ESG Databook 2024 - Corporate governance structure	p.28
		ESG Databook 2024 - Criteria and process for nomination of Members of the Board and Audit & Supervisory Board Members	p.28
		Integrated Report 2024 - System of the Board of Directors and the Audit & Supervisory Board	p.116
		Integrated Report 2024 - NRI Executives	p.124
2-10	Nomination and selection of the highest governance body	ESG Databook 2024 - Criteria and process for nomination of Members of the Board and Audit & Supervisory Board Members	p.28
2-11	Chair of the highest governance body	ESG Databook 2024 - Members of the Board	p.27
		NRI Corporate Governance Guidelines - Article 4 (5)	p.4
2-12	Role of the highest governance body in overseeing the management of impacts	ESG Databook 2024 - Sustainability governance structure	p.4
		ESG Databook 2024 - Materiality Management	p.10
		ESG Databook 2024 - Function for sustainability	p.30

2-13	Delegation of responsibility for managing impacts	ESG Databook 2024 - Sustainability governance structure	p.4
		ESG Databook 2024 - Materiality Management	p.10
		ESG Databook 2024 - Function for sustainability	p.30
2-14	Role of the highest governance body in sustainability reporting	ESG Databook 2024 - Materiality Management	p.10
		ESG Databook 2024 - Function for sustainability	p.30
2-15	Conflicts of interest	Annual Securities Report - Major Shareholders (In Japanese only)	p.50
		NRI Corporate Governance Guidelines - Article 4 (5)	p.4
		ESG Databook 2024 - Conflict of interest	p.29
2-16	Communication of critical concerns	ESG Databook 2024 - Compliance system	p.53
2-17	Collective knowledge of the highest governance body	ESG Databook 2024 - Stakeholder dialogue	p.6
		NRI official website - Stakeholder Dialogues	Link
2-18	Evaluation of the performance of the highest governance body	ESG Databook 2024 - Effectiveness of the Board of Directors	p.32
2-19	Remuneration policies	ESG Databook 2024 - Executive compensation	p.35
2-20	Process to determine remuneration	ESG Databook 2024 - Executive compensation	p.35
2-21	Annual total compensation ratio	ESG Databook 2024 - CEO to employees pay ratio	p.39
4. Strategy, policies and practices			
2-22	Statement on sustainable development strategy	NRI official website - Message from the President	Link
		Integrated Report 2024 - Message from the CEO	p.6
2-23	Policy commitments	NRI official website - NRI Group's Code of Business Principles	Link
		NRI official website - NRI Group Employees' Code of Business Conduct	Link
		NRI official website - NRI Group Policy on Human Rights	Link
		Sustainability book 2024 - Initiatives that NRI participates	p.35
2-24	Embedding policy commitments	ESG Databook 2024 - Materiality Management	p.10
		ESG Databook 2024 - Compliance policy	p.53
		ESG Databook 2024 - Supply chain management policy	p.62
		ESG Databook 2024 - Human resources development program	p.147
		ESG Databook 2024 - In-house education on ESG	p.155

2-25	Processes to remediate negative impacts	ESG Databook 2024 - Environmental Management	p.87
		ESG Databook 2024 - Efforts to respect human rights	p.158
		ESG Databook 2024 - Human rights due diligence	p.160
2-26	Mechanisms for seeking advice and raising concerns	ESG Databook 2024 - Compliance system - Compliance hotlines	p.54
2-27	Compliance with laws and regulations	ESG Databook 2024 - Key performance indicators of materiality - Number of cases in which severe riskmaterializes	p.17
2-28	Membership associations	Sustainability book 2024 - Initiatives that NRI participates	p.35
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement	ESG Databook 2024 - Our stakeholders	p.6
		ESG Databook 2024 - Stakeholder dialogue	p.6
2-30	Collective bargaining agreements	ESG Databook 2024 - Freedom of association and the right to collective bargaining	p.173

◆ **Material Topics**

GRI 3: Material Topics 2021		Reference	Page no.
3-1	Process to determine material topics	ESG Databook 2024 - Identification process of materiality	p.9
3-2	List of material topics	ESG Databook 2024 - Materiality Details	p.11
3-3	Management of material topics	ESG Databook 2024 - Materiality Management	p.10
		ESG Databook 2024 - Materiality Details	p.11
		ESG Databook 2024 - Key performance indicators of materiality	p.15

◆ **Topic-specific Standards 200：Economic / 300：Environmental / 400：Social**

200：Economic		Reference	Page no.
201：Economic performance			
201-1	Direct economic value generated and distributed	ESG Databook 2024 - Materiality Details	p.11
201-2	Financial implications and other risks and opportunities due to climate change	ESG Databook 2024 - Climate Change (Disclosure based on TCFD) - Strategies	p.95
		NRI official website - Addressing Climate Change and Preservation/Restoration of Natural Resources (TCFD/TNFD)	Link
201-3	Defined benefit plan obligations and other retirement plans	Annual Securities Report - 5. Accounting Status - Retirement benefits (In Japanese only)	p.115
201-4	Financial assistance received from government	–	
202：Market presence			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	–	
202-2	Proportion of senior management hired from the local community	–	

203：Indirect economic impacts			
203-1	Infrastructure investments and services supported	ESG Databook 2024 - Materiality Details	p.11
203-2	Significant indirect economic impacts	ESG Databook 2024 - Materiality Details	p.11
204：Procurement practice			
204-1	Proportion of spending on local suppliers	ESG Databook 2024 - Supply chain situation	p.62
205：Anti-corruption			
205-1	Operations assessed for risks related to corruption	ESG Databook 2024 - Anti-corruption	p.56
205-2	Communication and training about anti-corruption policies and procedures	ESG Databook 2024 - Anti-corruption	p.56
205-3	Confirmed incidents of corruption and actions taken	ESG Databook 2024 - Breaches of anti-corruption	p.56
206：Anti-competitive behavior			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Databook 2024 - Key performance indicators of materiality - Number of cases in which severe riskmaterializes	p.17
206：Anti-competitive behavior			
207-1	Approach to tax	ESG Databook 2024 - Tax risk and compliance	p.57
207-2	Tax governance, control, and risk management	ESG Databook 2024 - Tax risk and compliance	p.57
207-3	Stakeholder engagement and management of concerns related to tax	ESG Databook 2024 - Tax risk and compliance	p.57
207-4	Country-by-country reporting	ESG Databook 2024 - Taxes paid by region	p.57
300：Environmental		**Reference**	**Page no.**
301：Materials			
301-1	Materials used by weight or volume	ESG Databook 2024 - Paper resources	p.111
301-2	Recycled input materials used	–	
301-3	Reclaimed products and their packaging materials	–	
302：Energy			
302-1	Energy consumption within the organization	ESG Databook 2024 - Energy consumption amount	p.106
302-2	Energy consumption outside of the organization	ESG Databook 2024 - GHG emissions (Scope3)	p.105
302-3	Energy intensity	–	
302-4	Reduction of energy consumption	ESG Databook 2024 - Energy consumption amount	p.106
302-5	Reductions in energy requirements of products and services	ESG Databook 2024 - Action to mitigate climate change	p.100

303：Water			
303-1	Interactions with water as a shared resource	ESG Databook 2024 - Efforts for the effective use of water resources	p.110
303-2	Management of water dischargerelated impacts	ESG Databook 2024 - Efforts for the effective use of water resources	p.110
303-3	Water withdrawal	ESG Databook 2024 - Water resources	p.111
303-4	Water discharge	ESG Databook 2024 - Water resources	p.111
303-5	Water consumption	ESG Databook 2024 - Water resources	p.111
304：Biodiversity			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not applicable	
304-2	Significant impacts of activities, products, and services on biodiversity	Not applicable	
304-3	Habitats protected or restored	Not applicable	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable	
305：Emissions			
305-1	Direct (Scope 1) GHG emissions	ESG Databook 2024 - Greenhouse gas emissions	p.105
305-2	Energy indirect (Scope 2) GHG emissions	ESG Databook 2024 - Greenhouse gas emissions	p.105
305-3	Other indirect (Scope 3) GHG emissions	ESG Databook 2024 - Greenhouse gas emissions	p.105
305-4	GHG emissions intensity	ESG Databook 2024 - Greenhouse gas emissions	p.105
305-5	Reduction of GHG emissions	ESG Databook 2024 - Greenhouse gas emissions	p.105
305-6	Emissions of ozone-depleting substances (ODS)	Not applicable	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Not applicable	
306：Effluents and Waste			
306-1	Water discharge by quality and destination	ESG Databook 2024 - Efforts for the effective use of water resources	p.110
306-2	Waste by type and disposal method	ESG Databook 2024 - Efforts for reducing the amount of waste disposed	p.110
306-3	Significant spills	Not applicable	
306-4	Transport of hazardous waste	Not applicable	
306-5	Water bodies affected by water discharges and/or runoff	Not applicable	
308：Supplire environmental assessment			
308-1	New suppliers that were screened using environmental criteria	ESG Databook 2024 - Supplier screening criteria	p.65
308-2	Negative environmental impacts in the supply chain and actions taken	ESG Databook 2024 - Percentage of suppliers that setenvironmental targets based on SBT	p.16
		ESG Databook 2024 - Supply Chain Management - Progress / Achievements / Challenges	p.61

400：Social		Reference	Page no.
401：Employment			
401-1	New employee hires and employee turnover	ESG Databook 2024 - Hire and turnover	p.127
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Databook 2024 - Benefits for full-time and part-time employees	p.133
401-3	Parental leave	ESG Databook 2024 - Work-life balance	p.131
402：Labor/Management relations			
402-1	Minimum notice periods regarding operational changes	–	
403：Occupational health and safety			
403-1	Occupational health and safety management system	ESG Databook 2024 - Occupational health and safety structure	p.136
403-2	Hazard identification, risk assessment, and incident investigation	ESG Databook 2024 - Occupational health and safety	p.136
		ESG Databook 2024 - Health and productivity management	p.138
		ESG Databook 2024 - Mental health measures	p.140
		ESG Databook 2024 - Various systems provided by Nomura Securities Health Insurance Association	p.141
403-3	Occupational health services	ESG Databook 2024 - Occupational health and safety	p.136
		ESG Databook 2024 - Health and productivity management	p.138
		ESG Databook 2024 - Mental health measures	p.140
		ESG Databook 2024 - Various systems provided by Nomura Securities Health Insurance Association	p.141
403-4	Worker participation, consultation, and communication on occupational health and safety	ESG Databook 2024 - Occupational health and safety	p.136
403-5	Worker training on occupational health and safety	–	
403-6	Promotion of worker health	ESG Databook 2024 - Occupational Health and Safety - Management Approach	p.134
		ESG Databook 2024 - Health and productivity management	p.138
		ESG Databook 2024 - Various systems provided by Nomura Securities Health Insurance Association	p.141
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG Databook 2024 - Occupational Health and Safety - Management Approach	p.134
403-8	Workers covered by an occupational health and safety management system	ESG Databook 2024 - Occupational health and safety	p.136
403-9	Work-related injuries	ESG Databook 2024 - Risk management on occupational health and safety	p.137
		ESG Databook 2024 - Status of working hours and acquisition of annual paid leave	p.139
403-10	Work-related ill health	ESG Databook 2024 - Risk management on occupational health and safety	p.137

404：Training and education			
404-1	Average hours of training per year per employee	ESG Databook 2024 - Inputs for human resources development	p.152
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Databook 2024 - Human resources development program	p.147
404-3	Percentage of employees receiving regular performance and career development reviews	ESG Databook 2024 - Periodic reviews of performance and career development	p.153
405：Diversity and equal opportunity			
405-1	Diversity of governance bodies and employees	ESG Databook 2024 - Members of the Board	p.27
		ESG Databook 2024 - Employee data	p.119
405-2	Ratio of basic salary and remuneration of women to men	ESG Databook 2024 - Base Salary and Total Salary per Employee by Gender	p.124
406：Non-discrimination			
406-1	Incidents of discrimination and corrective actions taken	–	
407：Freedom of association and collective bargaining			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG Databook 2024 - Freedom of association and the right to collective bargaining	p.173
408：Child labor			
408-1	Operations and suppliers at significant risk for incidents of child labor	–	
409：Forced or compulsory labor			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	–	
410：Security practices			
410-1	Security personnel trained in human rights policies or procedures	–	
411：Rights of indigenous peoples			
411-1	Incidents of violations involving rights of indigenous peoples	Not applicable	
413：Local communities			
413-1	Operations with local community engagement, impact assessments, and development programs	ESG Databook 2024 - Stakeholder map	p.7
		ESG Databook 2024 - Engagement on human rights	p.174
		ESG Databook 2024 - Examples of corporate citizenship activities (including social initiatives)	p.176
413-2	Operations with significant actual and potential negative impacts on local communities	Not applicable	
414：Supplier social assessment			
414-1	New suppliers that were screened using social criteria	ESG Databook 2024 - Supplier screening criteria	p.65
414-2	Negative social impacts in the supply chain and actions taken	ESG Databook 2024 - Supply chain risk assessment	p.64
		ESG Databook 2024 - Supplier screening criteria	p.65
		ESG Databook 2024 - Human rights due diligence	p.160

415：Public policy			
415-1	Political contributions	ESG Databook 2024 - Political contribution	p.56
416：Customer health and safety			
416-1	Assessment of the health and safety impacts of product and service categories	ESG Databook 2024 - Initiatives for improving the quality of information systems	p.71
		ESG Databook 2024 - Information security management	p.80
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG Databook 2024 - Information Security - Management Approach	p.79
417：Marketing and labeling			
417-1	Requirements for product and service information and labeling	Not applicable	
417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable	
417-3	Incidents of non-compliance concerning marketing communications	Not applicable	
418：Customer privacy			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Databook 2024 - Risks related to protection of personal information	p.86

Table1. Sustainability Disclosure Topics & Metrics

Topic	Metric	Code	Reference	Page no.
Environmental Footprint of Hardware Infrastructure				
	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	TC-SI-130a.1	ESG Databook 2024 - Environmental mass balance	p.93
	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	TC-SI-130a.2	ESG Databook 2024 - Water resources	p.111
	Discussion of the integration of environmental considerations into strategic planning for data centre needs	TC-SI-130a.3	ESG Databook 2024 - Efforts for saving energy	p.100
			ESG Databook 2024 - Efforts for the effective use of water resources	p.110
Data Privacy & Freedom of Expression				
	Description of policies and practices relating to targeted advertising and user privacy	TC-SI-220a.1	NRI official website - Privacy Policy	Link
	Number of users whose information is used for secondary purposes	TC-SI-220a.2	–	–
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	TC-SI-220a.3	ESG Databook 2024 - Information Security - Progress / Achievements / Challenges	p.79
	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	TC-SI-220a.4	ESG Databook 2024 - Number of Requests for Submission of Personal Information from Government or Legal Authority, and Response	p.86
	List of countries where core products or services are subject to governmentrequired monitoring, blocking, content filtering, or censoring	TC-SI-220a.5	ESG Databook 2024 - Status of Countries and Regions at Risk of Government Control over the Protection of Personal Informationin Information Systems	p.86
Data Security				
	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of users affected	TC-SI-230a.1	ESG Databook 2024 - Information Security - Progress / Achievements / Challenges	p.79
			ESG Databook 2024 - Number and Details of Violations relating to the Protection of Personal Information, and Measures Taken	p.86
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-SI-230a.2	ESG Databook 2024 - Information security management	p.80
			ESG Databook 2024 - Measures to prevent occurrence of information security failures	p.82
			ESG Databook 2024 - Certification on Information Security Management System (ISMS)	p.84
Recruiting & Managing a Global, Diverse & Skilled Workforce				
	Percentage of employees that require a work visa	TC-SI-330a.1	ESG Databook 2024 - Employee data	p.119
			ESG Databook 2024 - Workforce breakdown：Nationality	p.123
	Employee engagement as a percentage	TC-SI-330a.2	ESG Databook 2024 - Employee survey	p.129
	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees	TC-SI-330a.3	ESG Databook 2024 - Members of the Board	p.27
			ESG Databook 2024 - Employee data	p.119

Intellectual Property Protection & Competitive Behaviour				
	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	TC-SI-520a.1	ESG Databook 2024 - Breaches of fair competition	p.56
Managing Systemic Risks from Technology Disruptions				
	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	TC-SI-550a.1	ESG Databook 2024 - Key performance indicators of materiality - Number of information systemincidents that had serious financialand social impacts	p.15
	Description of business continuity risks related to disruptions of operations	TC-SI-550a.2	ESG Databook 2024 - Particularly critical risks 4	p.47

Table2. Activity Metrics

Metric	Code	Reference	Page no.
(1) Number of licences or subscriptions, (2) percentage cloud-based	TC-SI-000.A	–	–
(1) Data processing capacity, (2) percentage outsourced	TC-SI-000.B	–	–
(1) Amount of data storage, (2) percentage outsourced	TC-SI-000.C	–	–

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