

Financial Results Presentation

**Financial Results for the year ended 31st March, 2022
and Financial Results Forecasts for the year ending 31st March, 2023**

Nomura Research Institute, Ltd.

Shingo Konomoto

Chairman and President & CEO, Member of the Board

April 27, 2022



- The comments on the presentation note part are supplementary information on the content of remarks at the financial results briefing and settlement figures.
- Please note that there is no comment on the slide that omitted the explanation at the financial results briefing or the slide without supplementary information.

1 Financial Results for FY March 2022

2 Sustainability Management Initiatives

3 Financial Results Forecasts for FY March 2023

4 Group Vision 2030 (Outline)

5 Reference Materials

Financial Results for FY March 2022

Highlights of Consolidated Financial Results

■ YoY comparison

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Revenue	550,337	611,634	61,296	11.1%
Operating Profit	80,748	106,218	25,470	31.5%
Operating Margin	14.7%	17.4%	2.7P	
EBITDA Margin	23.6%	23.9%	0.3P	
Profit before tax	71,075	104,671	33,595	47.3%
Profit attributable to owners of parent	52,867	71,445	18,577	35.1%
Earnings Per Share	¥88.34	¥120.57	¥32.23	
Annual Dividends per share	¥36.00	¥40.00	¥4.00	
Dividend payout ratio	41.3%	33.1%	(8.2P)	
Return on Equity attributable to owners of parent(ROE)	18.2%	21.3%	3.1P	

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- Sales increased by 61.2 billion yen. Domestic and overseas sales equally contributed to this increase.
This includes a consolidation effect of around 23 billion yen from AUSIEX and Planit in Australia and Core BTS in North America which were acquired in FY March 2022. Organic growth was around 7%.
- Operating profit increased by 25.4 billion yen.
In addition to reversions from expenses such as data center impairments and office reorganization costs recorded in FY March 2021, there was also a short-term positive effect of around 10 billion yen in gain from the sale of the Yokohama Building in FY March 2022.
Even excluding these factors, profit grew at a rate of around 17%.
- Operating margin was 17.4%. Profit margin on a business profit basis excluding short-term profits was 16.8%.
- ROE was 21.3%, with contribution also from share buybacks executed during FY March 2022.

Financial Results for FY March 2022

Comparison to Forecasts

(JPY billion)

	FY Mar. 2021	FY Mar. 2022		
	Results	Forecasts*	Results	Diff.
Revenue	550.3	610.0	611.6	1.6
Operating Profit	80.7	106.0	106.2	0.2
Operating Margin	14.7%	17.4%	17.4%	(0.0P)
Profit before tax	71.0	104.0	104.6	0.6
Profit attributable to owners of parent	52.8	69.0	71.4	2.4

* Forecasts on FY Mar. 2022 were published on 27 Jan. 2022.

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Financial Results for FY March 2022

External revenue by segment < Total >

(JPY million)

	FY Mar. 2021	Share	FY Mar. 2022	Share	Diff.	YoY Change
Consulting	37,246	6.8%	42,807	7.0%	5,561	14.9%
Financial IT Solutions	288,196	52.4%	303,635	49.6%	15,438	5.4%
Securities	130,427	23.7%	133,316	21.8%	2,889	2.2%
Insurance	61,441	11.2%	68,894	11.3%	7,452	12.1%
Banking	50,181	9.1%	47,073	7.7%	(3,108)	(6.2%)
Other financial	46,146	8.4%	54,351	8.9%	8,205	17.8%
Industrial IT Solutions	186,051	33.8%	222,583	36.4%	36,532	19.6%
Distribution	62,192	11.3%	68,269	11.2%	6,077	9.8%
Manufacturing, service and other	123,858	22.5%	154,313	25.2%	30,454	24.6%
IT Platform Services	38,843	7.1%	42,607	7.0%	3,764	9.7%
Total	550,337	100.0%	611,634	100.0%	61,296	11.1%

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- Performance was strong in Consulting. The negative impact of the COVID-19 outbreak was mainly concentrated in the first quarter of FY March 2021, so this includes a reversion from that. Growth exceeded 10% even compared to FY March 2020. Orders were robust particularly in DX and social issue solution-related topics, and there was also a resurgence overseas.
- In Financial IT Solutions,
 - In Securities, the rate of growth was rather modest, but we overcame revenue decreases due to downward factors such as lower sales to Nomura Holdings and fallback from large systems integrations accompanying migrations to THE STAR, producing a positive result. Revenues increased due to factors including inquiries received from online securities brokerages and migrations to THE STAR by midsize securities brokerages.
 - In Insurance, there was a resurgence in business with major life insurers in FY March 2022. Revenues increased as appetite for investment was also resurgent among non-life insurers.
 - In Banking, revenues decreased due to reversion from development for large projects having been completed.
 - In other financial business, the consolidation of AUSIEX contributed roughly 3 billion yen. Excluding that, revenues still increased by approximately 5 billion yen. Business was strong in projects to enter the financial services sector from other industries.
- In Industrial IT Solutions,
 - In Distribution, business was resurgent in FY March 2022. Investments in business model transformation were robust.
 - In Manufacturing, services and other, roughly 17 billion yen in revenues was due to consolidation effect from M&A. Excluding that, revenues increased by roughly 13 billion yen. Projects were also robust domestically, and performance was strong both in Japan and overseas.
- In IT Platform Services, performance was strong in security-related projects.

Financial Results for FY March 2022

External revenue by segment < Total > (supplementary information)

Revenue by main client

(JPY million)

	FY Mar. 2021	Share*	FY Mar. 2022	Share*	Diff.	YoY Change
Nomura Holdings	66,309	12.0%	63,025	10.3%	(3,284)	(5.0%)

Overseas Revenue

(JPY million)

	FY Mar. 2021	Share*	FY Mar. 2022	Share*	Diff.	YoY Change
Overseas Revenue	44,613	8.1%	76,519	12.5%	31,906	71.5%
North America**	6,640	1.2%	12,283	2.0%	5,642	85.0%
Oceania**	31,882	5.8%	57,221	9.4%	25,339	79.5%
Asia, other**	6,090	1.1%	7,015	1.1%	924	15.2%

Average Rate : USD ¥106.10
AUD ¥76.21

¥112.40
¥83.05

*Percentage of (total) external sales

** The client location-based method has switched to the subsidiary head office location method, and those which could be grouped into countries or regions have been listed as reference values. Numerical figures for FY March 2021 have been prepared via the same method.

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- Product sales to Nomura Holdings decreased and are expected to remain at the current level again this year.
- Overseas, revenues increased significantly.
 - In North America, the consolidation effect of Core BTS contributed significantly to revenues.
 - In Oceania, the consolidation effect of the two companies AUSIEX and Planit was around 17 billion yen. Organically, revenues increased by around 8 billion yen.
- We are now disclosing overseas performance by segment starting with this presentation, on page 32.

Financial Results for FY March 2022

Segment Performance Results < Total >

■ Including Inter-segment revenue for each segment

(JPY million)

		FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Consulting	Revenue	38,155	44,414	6,258	16.4%
	OP	10,059	12,820	2,760	27.4%
	OM	26.4%	28.9%	2.5P	
Financial IT Solutions	Revenue	292,038	308,376	16,338	5.6%
	OP	36,275	43,877	7,601	21.0%
	OM	12.4%	14.2%	1.8P	
Industrial IT Solutions	Revenue	189,551	229,921	40,370	21.3%
	OP	19,482	25,449	5,966	30.6%
	OM	10.3%	11.1%	0.8P	
IT Platform Services	Revenue	142,686	157,598	14,911	10.5%
	OP	19,785	20,955	1,169	5.9%
	OM	13.9%	13.3%	(0.6P)	

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- In Consulting, conditions for receiving orders improved due to increased capacity utilization and an abundance of projects, contributing to increased profit. Demand was also robust in systems consulting, and profit margin was at the highest level ever.
- In Financial IT Solutions, operating profit increased due to growth in business platforms in addition to high-profitability systems integration projects.
- In Industrial IT Solutions, operating profit at ASG increased by approximately 3 billion yen due to reversion from the negative impact of lockdowns in Australia during FY March 2021. Operating profit increased overall, as performance was also strong in DX-related projects domestically.
- In IT Platform Services, security and cloud-related demand was strong.

Financial Results for FY March 2022

Analysis of increase and decrease factors

- Main factors for increases and decreases in external sales and operating profit by segment are as follows.

(Key) (+) Increase factors, (-) Decrease factors

Segment		External revenue	Operating profit
Consulting		(+) Domestic DX consulting projects (+) Overseas consulting projects	
Financial IT Solutions	Securities	(+) Consolidation effect of AUSIEX in Australia (approx. 2.0billion yen)	(+) System integration projects for securities and other financial etc. (+) Contribution from increase in system management solutions (+) Reversion from unprofitable projects the previous year
	Insurance	(+) Systems development for non-life insurance (+) Mutual insurance and public sector projects	
	Banking	(-) Reversion from large projects the previous year	
	Other financial, etc.	(+) Consolidation effect of AUSIEX in Australia (approx. 3.0billion yen) (+) Mobile finance services-related projects	
Industrial IT Solutions	Distribution	(+) Systems development for retail and trading companies (+) Consolidation effect of Core BTS in the US (approx. 0.5 billion yen)	(+) Return to profitability in Australia (+) Domestic DX projects
	Manufacturing & services, etc.	(+) Systems development for logistics (+) Consolidation effect of Planit in Australia (approx. 12 billion yen) and Core BTS in the US (approx. 5.5 billion yen)	
IT Platform Services		(+) Information security business, Cloud business	

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Financial Results for FY March 2022

Revenue by Service < Total >

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Consulting Services	90,056	125,460	35,403	39.3%
System Development & System Application Sales	183,847	196,000	12,152	6.6%
System Management & Operation Services	258,656	272,903	14,247	5.5%
Product Sales	17,777	17,269	(507)	(2.9%)
Total	550,337	611,634	61,296	11.1%

- **Consulting Services** : Increased in domestic DX projects and business in Australia
- **System Development & Application Sales** : DX projects gained momentum, mainly for domestic industrial clients
- **System Management & Operation Services** : Expanded in shared online services for finance and business in Australia

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- In consulting services, the revenue contribution from Planit and Core BTS was approximately 15 billion yen. Revenues increased by approximately 20 billion yen aside from that, of which the consulting segment accounted for roughly 5 billion yen, and the remainder came from upstream consulting in systems.

Financial Results for FY March 2022

Consolidated P/L Highlight < Total >

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Revenue	550,337	611,634	61,296	11.1%
Cost of Sales	364,539	395,562	31,023	8.5%
Subcontracting Costs	171,560	194,766	23,206	13.5%
Gross Profit	185,798	216,071	30,273	16.3%
Gross Profit Margin	33.8%	35.3%	1.6P	
SG&A	98,366	113,536	15,170	15.4%
Other Income & Other Expenses, etc.	(6,683)	3,683	10,367	—
Operating Profit	80,748	106,218	25,470	31.5%
Operating Margin	14.7%	17.4%	2.7P	

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- In other income and expenses, a loss was recorded in FY March 2021 due to data center impairments and office reorganization costs, but positive income was recorded in FY March 2022 due to gain from the sale of the Yokohama Building and other transactions.

Financial Results for FY March 2022

Consolidated P/L Highlight < Total > (continued)

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Operating Profit	80,748	106,218	25,470	31.5%
Finance Income & Finance Costs	(9,672)	(1,547)	8,125	(84.0%)
Profit before tax	71,075	104,671	33,595	47.3%
Income tax expenses	18,497	32,878	14,381	77.8%
Profit attributable to owners of parent	52,867	71,445	18,577	35.1%

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Key Factors in Financial Results

■ Higher income with +11.1% in revenue

- Larger and wider scope of DX projects in Consulting and Industrial IT Solutions contributed to revenue
- Overseas business expanded, with additional acquisitions in Australia and securing a foothold in North America (Core BTS)

■ +31.5% in operating profit

- Improved productivity and profitability with larger clients and higher added value
- Overseas business contributed to profit, particularly in Australia

NRI will achieve target operating profit in Medium-Term Plan (2019-2022) earlier than planned

We are establishing and expanding business infrastructure in Australia and North America while steadily developing our next areas of growth such as topics that solve social issues

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Sustainability management initiatives

NRI Group Sustainability Management Policy

NRI Group Growth

Building sustainable futures

Corporate Philosophy “Dream up the future”

NRI Group Sustainability Management (Medium-Term Management Plan 2019-2022)

Share the Next Values!

[Vision2022 Numerical Targets]

Consolidated Operating Profit (JPY billion)	100
Consolidated Operating Profit Margin (%)	14 or more
Overseas Sales (JPY billions)	100
ROE (%)	14*

* Aiming for higher capital efficiency as continuing from the previous term

Solving social issues through value co-creation (CSV)

Co-create a thriving future society
by driving new value.

Co-create an ideal society
by effectively utilizing its resources.

Co-create a safe and secure society
by advancing its infrastructure.



Materiality for sustainable growth

Reducing our environmental impact

Provision of opportunities for all kinds of professionals to take on challenge

Compliance with laws, regulations and risk management to increase trust from society

Management of the information systems that form social infrastructure














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Sustainability management initiatives

Looking back on value co-creation in FY March 2022

Social value	Medium to long-term measures	Status	
 Co-create a thriving future society by driving new value.	Promote DX	Lead social transformation through numerous DX projects. CoreBTS becomes a subsidiary; DX expansion into North America KPI) DX-related sales: 390 billion JPY	
	Create new business models	Established Earthbrain in collaboration with Komatsu, to significantly improve productivity in the construction industry KPI) Number of business partnerships (joint ventures, local government agencies supported, etc.): 3	
	Provide social recommendations and system proposals	Disseminated information on the economic impact of vaccination, trends in revenge consumption, etc., to solve social issues KPI) 114 NRI articles in five major newspapers	
 Co-create an ideal society by effectively utilizing its resources.	Business platform service expansion	Development of shared online services through the adoption and expansion of STAR clientele with major clients, etc. KPI) Business platform sales of 109.7 billion JPY	
	Generate environmental benefits for clients through business platforms	Completed energy conversion of three data centers . CDP A-list accreditation; MSCI rating of AAA awarded KPI) 105,087 tonnes of CO2 emissions reduction by clients through shared use	
	Contributing to reforms towards an optimal society	Development of a prototype carbon tracing system to help companies identify their CO2 emissions KPI) Scale of operational reform services (DX1.0ab) business: +32% year-on-year	
	Help build IT infrastructure to create an ideal society	Progress in optimizing IT infrastructure, with financial ASP services gradually moving to a public cloud environment KPI) Scale of cloud and DC services business: +8% year-on-year	
 Co-create a safe and secure society by advancing its infrastructure.	Help upgrade the social infrastructure	Further expansion of the use of e-PO Boxes and e-NINSHO public personal authentication system linked to individual number portal KPI) Scale of public services business: +6% year-on-year	
	Contribute to information security	Expansion of zero trust business . Contributing to improved security of society and infrastructure KPI) Investment in security and safety: 7.5 billion JPY	
	Maintain the quality of systems in operation	Ongoing comprehensive interlocking inspections and major fault operation drills to ensure stable system operation KPI) 0 number of information system failures with significant financial and social consequences	

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- For co-creating a thriving future society, EARTHBRAIN is advancing trials to implement platform services for the construction industry.
- For co-creating an ideal society, we have completed the switch to renewable energy at our main data centers. For carbon neutrality, we launched carbon tracing systems and are pushing forward with services to track the carbon emissions of regional bank borrowers who fall under scope 3.
- For co-creating a safe and secure society, we are devoting efforts to platform services that utilize Japan's "My Number" individual number system in addition to cybersecurity.

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Financial Results Forecasts for FY March 2023

Order Backlog by Segment (Outstanding)

	At end of Mar. 2021	At end of Mar. 2022	Diff.	(JPY million) YoY Change
Consulting	7,050	8,789	1,738	24.7%
Financial IT Solutions	184,968	198,391	13,423	7.3%
Industrial IT Solutions	102,484	123,402	20,917	20.4%
IT Platform Services	15,281	17,800	2,518	16.5%
Total	309,785	348,384	38,599	12.5%
Order backlog in the current FY	301,550	340,630	39,079	13.0%

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Order Backlog by Segment (Domestic/International)

■ Order backlog domestically

(JPY million)

	At end of Mar. 2021	At end of Mar. 2022	Diff.	YoY Change
Consulting	6,597	8,350	1,753	26.6%
Financial IT Solutions	184,634	192,607	7,972	4.3%
Industrial IT Solutions	74,108	74,931	823	1.1%
IT Platform Services	15,281	17,800	2,518	16.5%
Total	280,621	293,689	13,068	4.7%

■ Order backlog of overseas subsidiaries

(JPY million)

	At end of Mar. 2021	At end of Mar. 2022	Diff.	YoY Change
Overseas subsidiaries	29,163	54,694	25,531	87.5%

Order backlog of overseas subsidiaries newly consolidated this fiscal year

Core BTS : approx. ¥15 billion, AUSIEX : approx. ¥5 billion, Planit : approx. ¥3 billion

※ Group companies which have the headquarter overseas are classified as overseas subsidiaries.

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- In Consulting, orders were plentiful. Order backlog at the start of the year has grown for more than the past three years.
- In Industrial IT Solutions, the percent change in backlog was modest, but the robust state of the pipeline offers reason to believe that it will naturally lead to more orders.
- Subsidiaries newly consolidated in FY March 2022 contributed approximately 23 billion yen to order backlog at overseas subsidiaries.

Financial Results Forecasts for FY March 2023

Forecasts for FY March 2023

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	611.6	670.0	58.3	9.5%
Operating Profit	106.2	115.0	8.7	8.3%
Operating Margin	17.4%	17.2%	(0.2P)	
Profit before tax	104.6	113.0	8.3	8.0%
Profit attributable to owners of parent	71.4	77.0	5.5	7.8%
Earnings Per Share	¥120.57	¥130.60	¥10.03	
Annual Dividends per share	¥40.0	¥44.0	¥4.0	
Second quarter	¥19.0	¥22.0	¥3.0	
Fiscal year end	¥21.0	¥22.0	¥1.0	
Dividend payout ratio	33.1%	33.8%	0.7P	

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- We are forecasting revenues of 58.3 billion yen. Half of that will be overseas, and we expect Core BTS to contribute approximately 20 billion yen of revenue.
- For operating profit, Core BTS will not contribute much after amortization of intangible assets, so we are forecasting an increase of 8.7 billion yen. Much of this increase is attributable to domestic business.
- Operating margin will decrease by 0.2 percentage points. Since FY March 2022 included short-term profits, the business profit margin was actually 16.8%. We believe our business profit margin will be around the same level in FY March 2023. Approximately 2 billion yen will also be recorded in gain from the sale of the Yokohama Building this year, but aside from that, we expect business profit margin to remain at the same level as last year.
- We plan to increase our dividend by 4 yen. We aim for a payout ratio of around 35%, and we will consider this flexibly while observing how business performance proceeds.

Financial Results Forecasts for FY March 2023

Revenue Forecasts by Segment for FY March 2023

(JPY billion)

	FY Mar. 2022 (Results)	Share	FY Mar. 2023 (Forecasts)	Share	Diff.	YoY Change
Consulting	42.8	7.0%	45.0	6.7%	2.1	5.1%
Financial IT Solutions	303.6	49.6%	315.0	47.0%	11.3	3.7%
Securities	133.3	21.8%	138.0	20.6%	4.6	3.5%
Insurance	68.8	11.3%	71.0	10.6%	2.1	3.1%
Banking	47.0	7.7%	50.0	7.5%	2.9	6.2%
Other financial	54.3	8.9%	56.0	8.4%	1.6	3.0%
Industrial IT Solutions	222.5	36.4%	263.0	39.3%	40.4	18.2%
Distribution	68.2	11.2%	70.0	10.4%	1.7	2.5%
Manufacturing, service and other	154.3	25.2%	193.0	28.8%	38.6	25.1%
IT Platform Services	42.6	7.0%	47.0	7.0%	4.3	10.3%
Total	611.6	100.0%	670.0	100.0%	58.3	9.5%

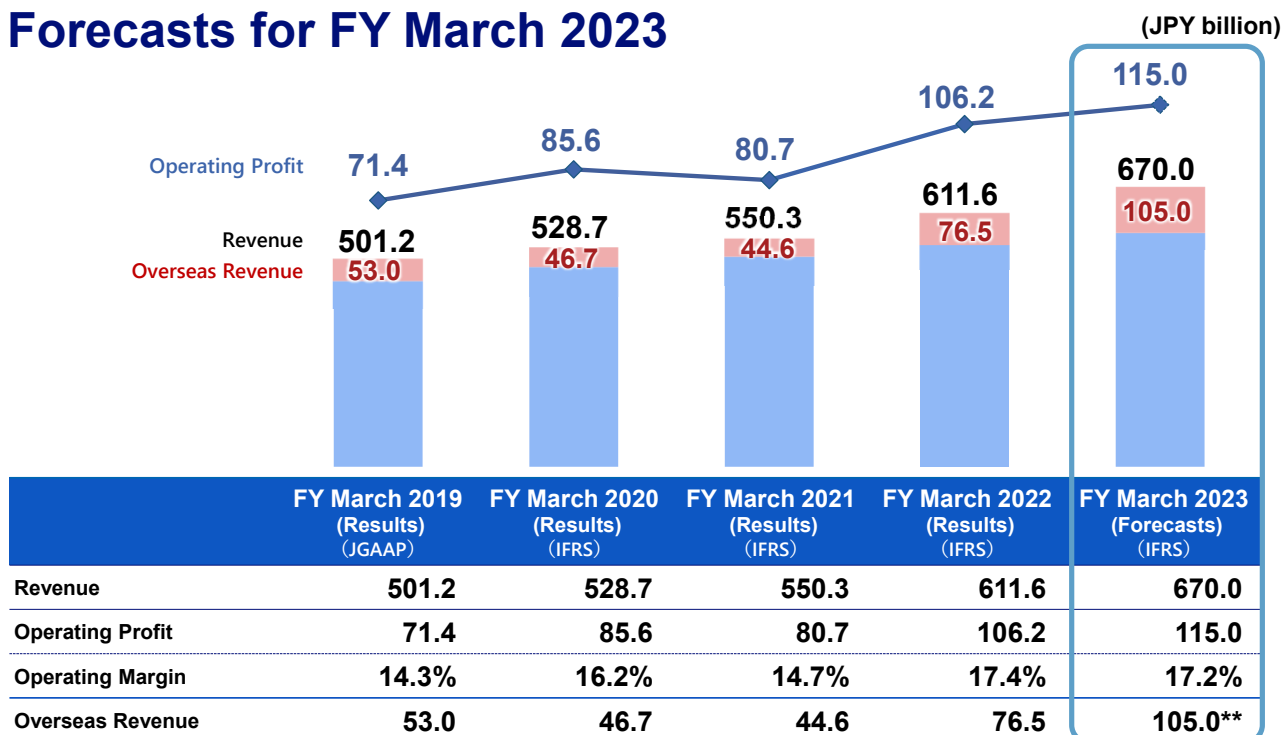
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- In Consulting, order volume was high at the beginning of the year, so we believe that capacity utilization will increase starting in the first quarter, and more profit can be earned. As for sales, we have many global manufacturing clients whose circumstances are uncertain, so our forecast is conservative.
- In Industrial IT Solutions, Core BTS will add approximately 20 billion yen in sales year-on-year in Manufacturing, services and other.

Financial Results Forecasts for FY March 2023

Forecasts for FY March 2023



*Overseas revenue shown through March 2020 is based on the location of the clients, and from FY March 2021 onward based on the location of the head office of each subsidiary

** FY Mar.2023 Forecast Rate: USD ¥115.01, AUD ¥83.43

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- We are forecasting 105 billion yen in overseas revenue. The yen has already depreciated by around 10% since we formulated this forecast, and an additional 10 billion yen could be recorded if the current exchange rate continues for the next year.
This could have a positive effect of just under 1 billion yen on operating profit.

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Group Vision 2030 (Outline)

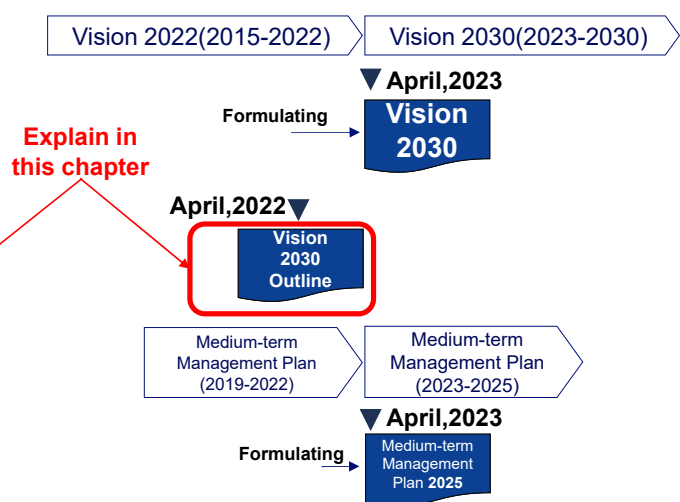
Group Vision 2030

- In this portion, we will explain the essentials of our new long-term management vision Group Vision 2030 ("Vision 2030")
- We will be finalizing Vision 2030 and formulating the next Medium-Term Management Plan with plans to announce them in April 2023

Arrangement of corporate philosophy & vision



Schedule overview



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- Since operating profit in FY March 2022 exceeded the goals in V2022 and the Medium-Term Management Plan, I will explain our forecast going forward with a particular focus on the growth story we envision between now and 2030.
- In one year, we will announce our vision for the final form of V2030 and our three-year Medium-Term Management Plan.

Group Vision 2030 (Outline)

In 2030, DX is more complicated as technology drives the world

Volatile Changes in Business Environment

Complex social issues

- Importance of solving social issues such as carbon neutrality (CN)
- Expectations of society and investors from companies
- Complex international political trends

Increasingly fluid industrial structure

- Digitalization eradicates the boundaries between industries and business types
- Limited growth of existing revenue models
- Digitalization as a source of competitiveness

Progress of latest technologies and commoditization

- Evolution of cloud, AI and next-generation communication technologies, etc.
- Commoditization of no-code, low-code, etc.

Diversification of values and work styles

- Advancing economic inequalities, polarization and division
- Respect for individuality and establishment of new work styles

"Impact" on corporate activities

Redefining industries and business models

- New business areas that transcend industry and business categories
- Existing assets are a hindrance (legacy assets)
- Shift to digital-first (value accumulation*)
* Value of new products is lowest but appreciates with the passage of time as updates are implemented

Advancement of various convergences (Integration/fusion)

- Advancing convergence between management and technology
- Technology use differentiates quality

Areas of cooperation areas must be expanded to solve social issues

- Partnerships are essential for solving social issues
- Shifting to cooperative frameworks, including for carbon neutrality

Diversity is a source of energy

- Business opportunities associated with inclusion and diversity
- Companies should leverage diverse human resources and talent

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Group Vision 2030 (Outline)

Society in 2030 created by NRI and NRI's vision

Society in 2030

A prosperous and thriving society

Excellent intangible assets (human capital and intellectual assets) and enhanced digital social capital* is required to build a prosperous and thriving society

*Shared infrastructure and services that leverage digital technologies to generate new value and support society and industry

A sustainable and ideal society

Various events in real space are **visualized as data** and optimized through **simulations in digital space** (Digital Twin) to realize a society that effectively utilizes resources and considerate of the global environment

A safe and secure society

Protection of social infrastructure and personal information **through advanced security services** so that people can live comfortably using various digital services with peace of mind

NRI in 2030

Always being at the forefront of the future of technology, we at NRI have insight into the prosperity that lies beyond DX and will dynamically transform the world with digital social capital

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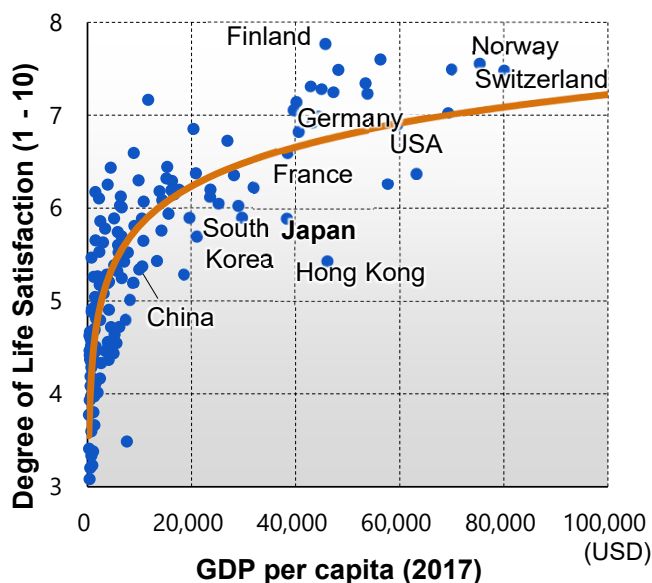
- “Society in 2030” incorporates our ideas that this is the society that NRI intends to create.
- Superior intangible assets will bring about prosperity and help society thrive. Digital social capital will be essential to making this happen.
- Sustainability, safety, and security are prerequisites for a prosperous, thriving society that uses digital technology. Our mission is to create all three of these at once.
- DX is only a means, and we must determine what to create beyond DX. This is where we will leverage our unique strength (insight).

Group Vision 2030 (Outline)

Digital social capital is indispensable for a prosperous and dynamic society

From "NRI Dream Up The Future Forum 2019", October 2019

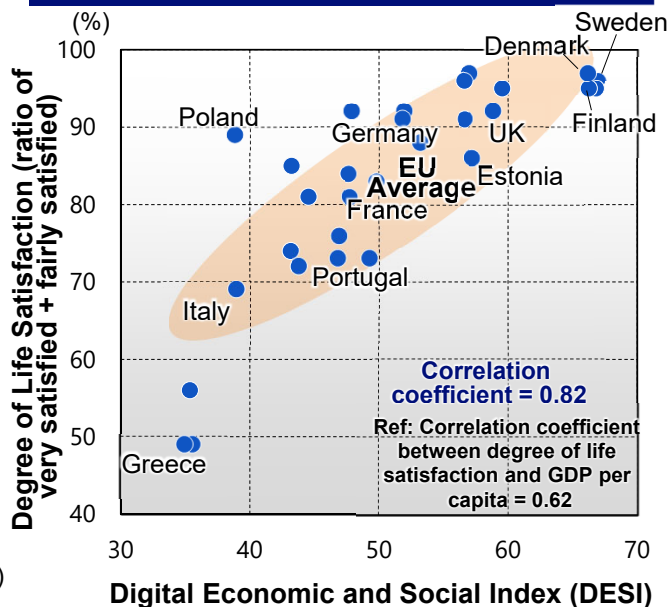
Degree of life satisfaction and GDP per capita in each country



Source: GDP per capita: World Bank
Degree of Life Satisfaction: UN World Happiness Index (2018)

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Degree of life satisfaction and DESI in EU countries



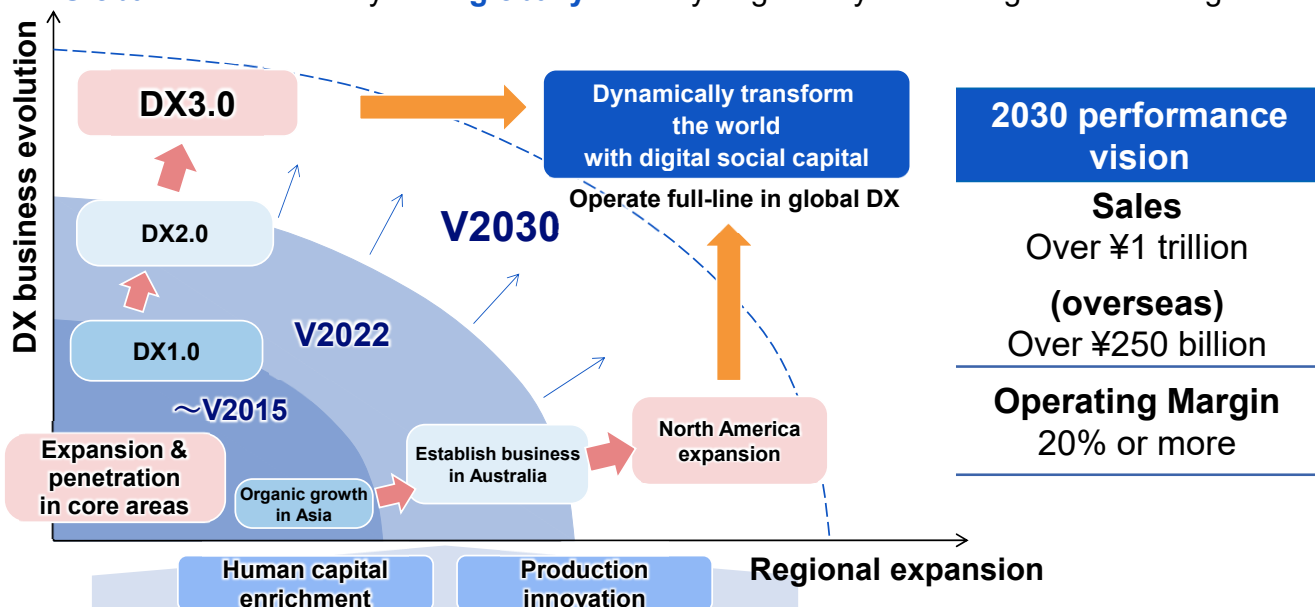
Source: Degree of Life Satisfaction: European Commission Eurobarometer (2018)
Digital Economy and Society Index: European Commission DESI (2018)

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Group Vision 2030 (Outline)

Growth Story from Now until 2030

- **Core areas:** Lead **clients' value creation** through expansion and penetration
- **DX:** Evolve to **DX 3.0** with social impact transcending companies and industries
- **Global:** Deliver NRI-style DX **globally** while synergistically enhancing IP in each region



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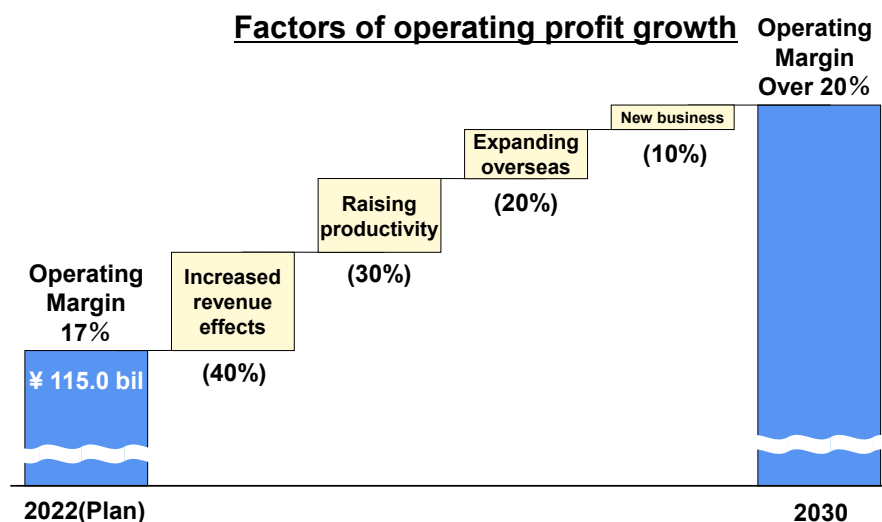
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- NRI defines DX 1.0 as making companies' businesses more efficient and generating new added value through digital technology, DX 2.0 as generating entirely new business models and industries, and DX 3.0 as transforming society as a whole with digital technology. Much of the current DX is DX 1.0, but we will expand more business to DX. 2.0 and 3.0 between now and 2030.
- Globally, we established business infrastructure in Australia in V2022. Our activities over the next eight years will be to build the strength of this organization through organic growth. Additionally, we will work to establish business infrastructure in North America. We will probably progress faster in Japan than overseas, but we will be advancing DX both domestically and overseas.
- Our core areas will not change much from the V2022 framework employed to this point, as we believe additional growth can be achieved by delving even deeper into these areas.
- Our approach to sales and profit in 2030 is to aim for profit growth equal to or greater than in V2022.

Group Vision 2030 (Outline)

Operating Profit Growth Outlook

- **Increased revenue effects**: Profit growth through larger clients and other means to increase sales
- **Raising productivity**: Expand platform business and leverage digital IP, AI, and other properties to aid advancement in areas such as production innovation
- **Expanding overseas**: Increase profit margins in Australia and establish business infrastructure in North America
- **New business**: Monetize new types of services such as DX 3.0



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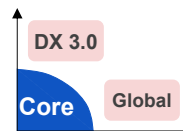
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- “Increased revenue effects” indicates profit earned by growing the scale of our current business.
- “Productivity improvements” represents shifting our structure toward high-profitability businesses such as consulting and business platforms in finance, in addition to profits earned through measures to slim down processes, such as leveraging digital IP and other assets to reduce development workload and automating testing processes. One-third will be boosting earnings of business models including platforms, and the other two-thirds will be achieved through measures to improve productivity.
- “Overseas expansion” represents earnings growth by increasing overseas profits.
- “New business” indicates profit from new business in DX 2.0 and DX 3.0.

Group Vision 2030 (Outline)

Core domains:

Continuing growth by advancing and improving DX 1.0/2.0



Consulting: Expanding DX execution-based consulting

- **DX execution-based consulting**, such as analytics and DX consulting to realize client transformation
- **Prior investment in planned businesses** such as client collaboration and new DX services, through social issues-based approach

Finance: BPF* evolution and legacy migration

- Evolve BPF from business-specific to **function-specific**, creating **PF for new markets** such as alternative investments and digital assets
- **Expand migration of clients' legacy IT assets**, including cloud shifts and IT outsourcing

* BPF : Business Platform

Industry: Develop and acquire large first-mover DX clients

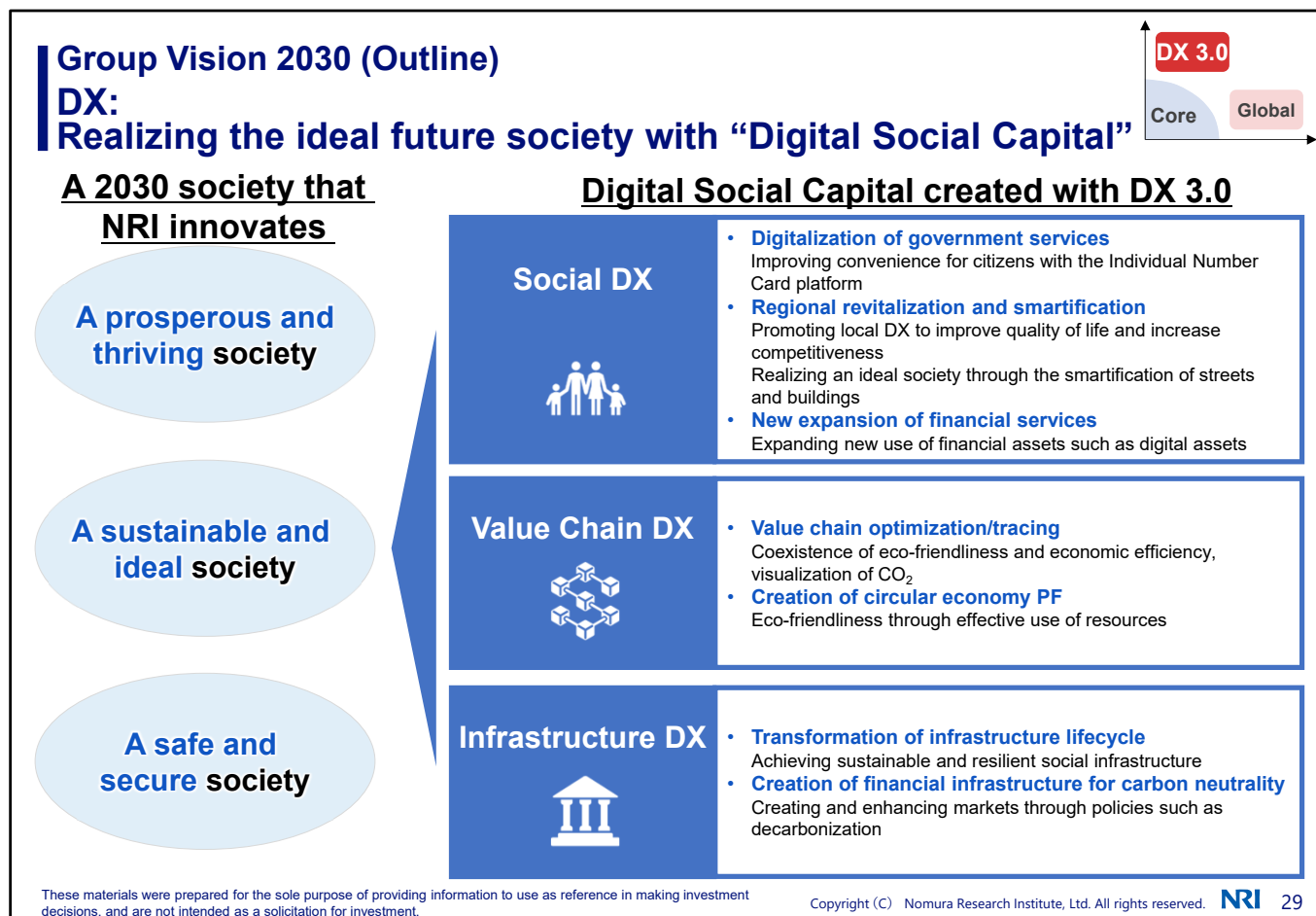
- Leverage **Con-Solution** and **digital development capabilities** to do business with DX growth companies in major industries
- Strengthen competitiveness by adding **digital IP** that contributes to development efficiency, and the optimization and automation of client businesses

Platform: Expansion of the cybersecurity business

- Offer multi-lateral **cyber defense services** for digital crime, including regulatory compliance
- Accelerate co-creation with vendors, startups, etc. in addition to strengthening R&D in order to **acquire the latest technology IP**

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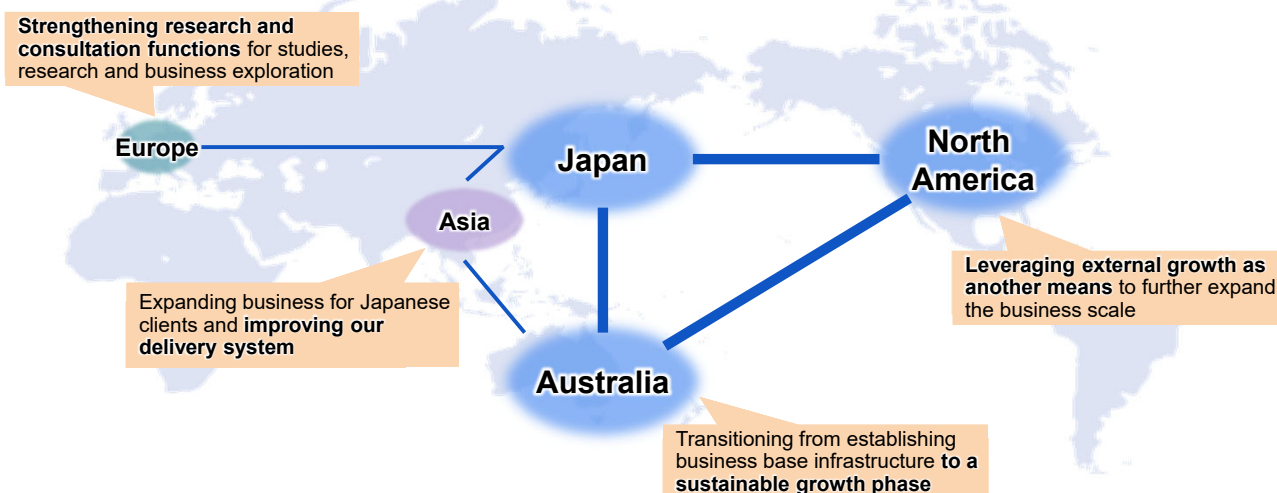
- Among the topics addressed in DX 3.0, we consider Social DX to be the biggest.
- We are investing in platforms to connect the public to digital infrastructure throughout Japan using the “My Number” individual number system. We will also create new platforms to facilitate the spread of financial services from traditional markets to non-traditional ones.
- We see social transformation as a tremendous business opportunity.

Group Vision 2030 (Outline)

Global: Business expansion focusing on three main regions

- Establish sustainable business infrastructure through local management and accelerate collaboration-building and synergy creation between regions, focused on the three centers of Japan/Asia, Australia, and North America
- Operate full-line global DX business long-term

Evolving and synergistically enhancing DX in each region



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- Globally, establishing business infrastructure centered in Japan, Australia, and North America will be a major mission over the next eight years. Efforts will be particularly dedicated to strengthening our infrastructure in North America.

- 1** Financial Results for FY March 2022
- 2** Sustainability Management Initiatives
- 3** Financial Results Forecasts for FY March 2023
- 4** Group Vision 2030 (Outline)
- 5** Reference Materials

Reference Materials

Segment Performance Results < Overseas >

■ Including Inter-segment revenue for each segment

(JPY million)

		FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Consulting	Revenue	3,690	4,772	1,082	29.3%
	OP	359	662	303	84.3%
	OM	9.7%	13.9%	4.1P	
Financial IT Solutions	Revenue	5,570	11,710	6,140	110.2%
	OP	1,270	1,649	379	29.8%
	OM	22.8%	14.1%	(8.7P)	
Industrial IT Solutions	Revenue	38,744	65,189	26,445	68.3%
	OP	(297)	5,214	5,511	—
	OM	(0.8%)	8.0%	8.8P	
IT Platform Services	Revenue	303	372	69	22.8%
	OP	81	21	(59)	(73.3%)
	OM	26.8%	5.8%	(21.0P)	
Total (After adjustment deduction)	Revenue	44,613	76,519	31,906	71.5%
	OP	1,423	7,553	6,130	430.7%
	OM	3.2%	9.9%	6.7P	

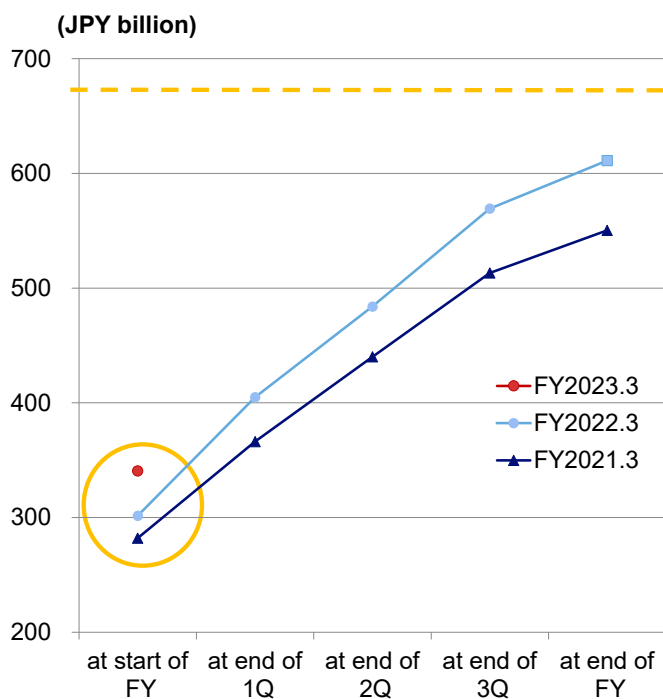
* Revenue and operating profit for overseas subsidiaries in each segment are listed. These figures do not include global-related expenses borne by head office.

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Revenue + Consolidated Order Backlog in the current FY



(JPY billion)

	FY Mar.2022	FY Mar.2023	YoY Change
Revenue ⁺	611.6	670.0	+9.5%
Order Backlog ^{**}	301.5	340.6	+13.0%
Realization rate	49.3%	50.8%	1.5P

(⁺) FY Mar.2022: Results, FY Mar. 2023: Forecasts
(^{**}) The figure at the start of FY Mar. 2023

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Order Volume < Total >

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Consulting	39,957	44,546	4,589	11.5%
Financial IT Solutions	307,715	317,059	9,344	3.0%
Industrial IT Solutions	189,587	243,501	53,913	28.4%
IT Platform Services	37,083	45,126	8,042	21.7%
Total	574,343	650,233	75,890	13.2%

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Order Volume < Total > (Domestic/Overseas)

■ Order volume domestically

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Consulting	36,534	40,665	4,130	11.3%
Financial IT Solutions	304,528	302,696	(1,832)	(0.6%)
Industrial IT Solutions	153,361	160,067	6,706	4.4%
IT Platform Services	36,780	44,754	7,973	21.7%
Total	531,204	548,182	16,978	3.2%

■ Order volume of overseas subsidiaries

(JPY million)

	FY Mar. 2021	FY Mar. 2022	Diff.	YoY Change
Overseas subsidiaries	43,138	102,050	58,911	136.6%

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Cash Flow < Full Year >

(JPY million)

	FY Mar. 2021	FY Mar. 2022	YoY Change
Operating activities	84,594	98,137	16.0%
Investing activities	(20,522)	(130,547)	536.1%
(Except Cash management purpose)	(22,811)	(130,472)	472.0%
Free Cash Flow	64,071	(32,410)	—
(Except Cash management purpose)	61,782	(32,335)	—
Financing activities	(13,183)	(7,995)	(39.3%)
Net increase in Cash and cash equivalents	52,408	(37,576)	—
(Except Cash management purpose)	50,119	(37,501)	—
Cash and cash equivalents at end of year	153,187	115,610	(24.5%)
Cash and cash equivalents + Cash Management purpose investment	154,847	117,368	(24.2%)

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Highlights of Consolidated Financial Results < 4Q >

■ YoY comparison

(JPY million)

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change
Revenue	145,985	163,686	17,700	12.1%
Operating Profit	16,762	24,846	8,083	48.2%
Operating Margin	11.5%	15.2%	3.7P	
EBITDA Margin	23.8%	22.2%	(1.6P)	
Profit before tax	12,330	24,818	12,488	101.3%
Profit attributable to owners of parent	12,861	17,130	4,268	33.2%

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External Revenue by Segment < 4Q >

(JPY million)

	4Q FY Mar. 2021 (Jan.-Mar.)	Share	4Q FY Mar. 2022 (Jan.-Mar.)	Share	Diff.	YoY Change
Consulting	11,875	8.1%	12,570	7.7%	695	5.9%
Financial IT Solutions	74,521	51.0%	78,459	47.9%	3,938	5.3%
Securities	34,069	23.3%	35,230	21.5%	1,161	3.4%
Insurance	16,494	11.3%	18,496	11.3%	2,001	12.1%
Banking	12,887	8.8%	11,749	7.2%	(1,138)	(8.8%)
Other financial	11,068	7.6%	12,982	7.9%	1,913	17.3%
Industrial IT Solutions	48,705	33.4%	60,433	36.9%	11,727	24.1%
Distribution	15,741	10.8%	17,582	10.7%	1,840	11.7%
Manufacturing, Service and other	32,964	22.6%	42,851	26.2%	9,886	30.0%
IT Platform Services	10,883	7.5%	12,223	7.5%	1,340	12.3%
Total	145,985	100.0%	163,686	100.0%	17,700	12.1%

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External Revenue by segment < 4Q > (supplementary information)

■ Sales by main client

(JPY million)

	4Q FY Mar. 2021 (Jan.-Mar.)	Share*	4Q FY Mar. 2022 (Jan.-Mar.)	Share*	Diff.	YoY Change
Nomura Holdings	17,828	12.2%	16,889	10.3%	(939)	(5.3%)

* Percentage of (total) external sales

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Segment Performance Results < 4Q >

■ Including Inter-segment revenue for each segment

(JPY million)

		4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change
Consulting	Revenue	12,181	13,089	908	7.5%
	OP	4,492	4,218	(273)	(6.1%)
	OM	36.9%	32.2%	(4.7P)	
Financial IT Solutions	Revenue	75,542	79,711	4,169	5.5%
	OP	7,954	10,395	2,440	30.7%
	OM	10.5%	13.0%	2.5P	
Industrial IT Solutions	Revenue	49,713	62,562	12,849	25.8%
	OP	4,167	6,189	2,022	48.5%
	OM	8.4%	9.9%	1.5P	
IT Platform Services	Revenue	38,697	41,262	2,564	6.6%
	OP	5,019	4,209	(810)	(16.1%)
	OM	13.0%	10.2%	(2.8P)	

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Analysis of increase and decrease factors < 4Q >

- Main factors for increases and decreases in external sales and operating profit by segment are as follows.

(Key) (+) Increase factors, (-) Decrease factors

Segment		External revenue	Operating profit
Consulting		(+) Domestic DX consulting projects	
Financial IT Solutions	Securities	(+) Consolidation effect of AUSIEX in Australia	(+) System integration projects for securities (+) Contribution from increase in system management solutions
	Insurance	(+) Systems development for non-life insurance (+) Mutual insurance and public sector projects	
	Banking	(-) Reversion from large projects the previous year	
	Other financial, etc.	(+) Consolidation effect of AUSIEX in Australia	
Industrial IT Solutions	Distribution	(+) Systems development for retail and trading companies (+) Consolidation effect of Core BTS in the US	(+) Domestic DX projects (+) Return to profitability in Australia
	Manufacturing & services, etc.	(+) Systems development for logistics (+) Consolidation effect of Planit in Australia (+) Consolidation effect of Core BTS in the US	
IT Platform Services		(+) Information security business	(+) Temporary expenses(SG&A)

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Revenue by Service < 4Q >

(JPY million)

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change
Consulting Services	25,229	38,641	13,411	53.2%
System Development & System Application Sales	48,329	49,367	1,037	2.1%
System Management & Operation Services	66,601	69,080	2,479	3.7%
Product Sales	5,825	6,597	771	13.2%
Total	145,985	163,686	17,700	12.1%

- **Consulting Services** : Increased projects for domestic financial clients and expanded in business in Australia and U.S.
- **System development & system applications sales** : DX projects gained momentum, mainly for domestic industrial clients
- **System management & Operation Services** : Expanded in shared online services for finance and business in U.S

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Consolidated P/L Highlight < 4Q >

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change
Sales	145,985	163,686	17,700	12.1%
Cost of Sales	96,457	107,672	11,214	11.6%
Subcontracting Costs	43,878	52,882	9,003	20.5%
Gross Profit	49,527	56,014	6,486	13.1%
Gross Profit Margin	33.9%	34.2%	0.3P	
SG&A	25,788	31,099	5,310	20.6%
Other Income & Other Expenses, etc.	(6,976)	(68)	6,908	(99.0%)
Operating Profit	16,762	24,846	8,083	48.2%
Operating Margin	11.5%	15.2%	3.7P	

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Consolidated P/L Highlight < 4Q > (continued)

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	(JPY million) YoY Change
Operating Profit	16,762	24,846	8,083	48.2%
Finance Income & Finance Costs	(4,432)	(27)	4,404	(99.4%)
Profit before tax	12,330	24,818	12,488	101.3%
Income tax expenses	(231)	7,622	7,854	—
Profit attributable to owners of parent	12,861	17,130	4,268	33.2%
Operating Profit	16,762	24,846	8,083	48.2%

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Order Volume < 4Q >

			(JPY million)	
	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change
Consulting	10,192	11,287	1,094	10.7%
Financial IT Solutions	188,998	198,227	9,228	4.9%
Industrial IT Solutions	111,182	124,910	13,727	12.3%
IT Platform Services	17,554	20,195	2,641	15.0%
Total	327,928	354,621	26,692	8.1%

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Order Volume < 4Q > (Domestic/Overseas)

■ Order volume domestically

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change (JPY million)
Consulting	9,202	10,244	1,041	11.3%
Financial IT Solutions	188,372	191,881	3,509	1.9%
Industrial IT Solutions	80,920	80,576	(344)	(0.4%)
IT Platform Services	17,469	20,084	2,615	15.0%
Total	295,964	302,786	6,821	2.3%

■ Order volume of overseas subsidiaries

	4Q FY Mar. 2021 (Jan.-Mar.)	4Q FY Mar. 2022 (Jan.-Mar.)	Diff.	YoY Change (JPY million)
Overseas subsidiaries	31,963	51,834	19,871	62.2%

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Revenue Forecasts by Service for FY March 2023

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	125.4	135.0	9.5	7.6%
System Development & System Application Sales	196.0	224.0	27.9	14.3%
System Management & Operation Services	272.9	283.0	10.0	3.7%
Product Sales	17.2	28.0	10.7	62.1%
Total	611.6	670.0	58.3	9.5%

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FY March 2023 Financial Results Forecasts < 1H/2H >

■ 1H

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	291.9	320.0	28.0	9.6%
Operating Profit	53.9	55.0	1.0	2.0%
Operating Margin	18.5%	17.2%	(1.3P)	
Profit before income tax	53.5	54.0	0.4	0.9%
Profit attributable to owners of parent	36.5	37.0	0.4	1.3%

■ 2H

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	319.6	350.0	30.3	9.5%
Operating Profit	52.3	60.0	7.6	14.7%
Operating Margin	16.4%	17.1%	0.8P	
Profit before income tax	51.1	59.0	7.8	15.3%
Profit attributable to owners of parent	34.9	40.0	5.0	14.5%

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Revenue Forecasts by Segment for FY March 2023 < 1H/2H >

1H

(JPY billion)

	FY Mar. 2022 1H (Results)	Share	FY Mar. 2023 1H (Forecasts)	Share	Diff.	YoY Change
Consulting	18.8	6.5%	20.0	6.3%	1.1	6.1%
Financial IT Solutions	145.8	50.0%	151.0	47.2%	5.1	3.5%
Securities	64.4	22.1%	67.0	20.9%	2.5	3.9%
Insurance	31.8	10.9%	33.0	10.3%	1.1	3.6%
Banking	22.9	7.9%	24.0	7.5%	1.0	4.5%
Other financial	26.5	9.1%	27.0	8.4%	0.4	1.7%
Industrial IT Solutions	107.6	36.9%	127.0	39.7%	19.3	18.0%
Distribution	33.3	11.4%	34.0	10.6%	0.6	1.9%
Manufacturing, service and other	74.2	25.4%	93.0	29.1%	18.7	25.3%
IT Platform Services	19.6	6.7%	22.0	6.9%	2.3	12.0%
Total	291.9	100.0%	320.0	100.0%	28.0	9.6%

2H

(JPY billion)

	FY Mar. 2022 2H (Results)	Share	FY Mar. 2023 2H (Forecasts)	Share	Diff.	YoY Change
Consulting	23.9	7.5%	25.0	7.1%	1.0	4.4%
Financial IT Solutions	157.7	49.4%	164.0	46.9%	6.2	3.9%
Securities	68.8	21.5%	71.0	20.3%	2.1	3.1%
Insurance	37.0	11.6%	38.0	10.9%	0.9	2.6%
Banking	24.1	7.5%	26.0	7.4%	1.8	7.8%
Other financial	27.7	8.7%	29.0	8.3%	1.2	4.3%
Industrial IT Solutions	114.9	36.0%	136.0	38.9%	21.0	18.3%
Distribution	34.8	10.9%	36.0	10.3%	1.1	3.2%
Manufacturing, service and other	80.0	25.1%	100.0	28.6%	19.9	24.9%
IT Platform Services	22.9	7.2%	25.0	7.1%	2.0	8.9%
Total	319.6	100.0%	350.0	100.0%	30.3	9.5%

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Reference Materials

Revenue Forecasts by Service for FY March 2023 < 1H/2H >

■ 1H

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	54.6	61.0	6.3	11.6%
System Development & System Application Sales	95.3	107.0	11.6	12.2%
System Management & Operation Services	134.5	138.0	3.4	2.6%
Product Sales	7.4	14.0	6.5	87.5%
Total	291.9	320.0	28.0	9.6%

■ 2H

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	70.8	74.0	3.1	4.5%
System Development & System Application Sales	100.6	117.0	16.3	16.2%
System Management & Operation Services	138.3	145.0	6.6	4.8%
Product Sales	9.8	14.0	4.1	42.8%
Total	319.6	350.0	30.3	9.5%

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Reference Materials

CAPEX, R&D and Depreciation Forecasts for FY March 2023

■ Capital Expenditure, R&D

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Capital Expenditure	46.9	50.0	3.0	6.4%
Tangible	10.9	15.0	4.0	36.5%
Intangible	35.9	35.0	(0.9)	(2.8%)
R&D Expenses	4.9	5.0	0.0	0.1%

(JPY billion)

■ Depreciation and Amortization

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Total	41.9	46.0	4.0	9.7%

(JPY billion)

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Reference Materials

Capital expenditures and depreciation/amortization

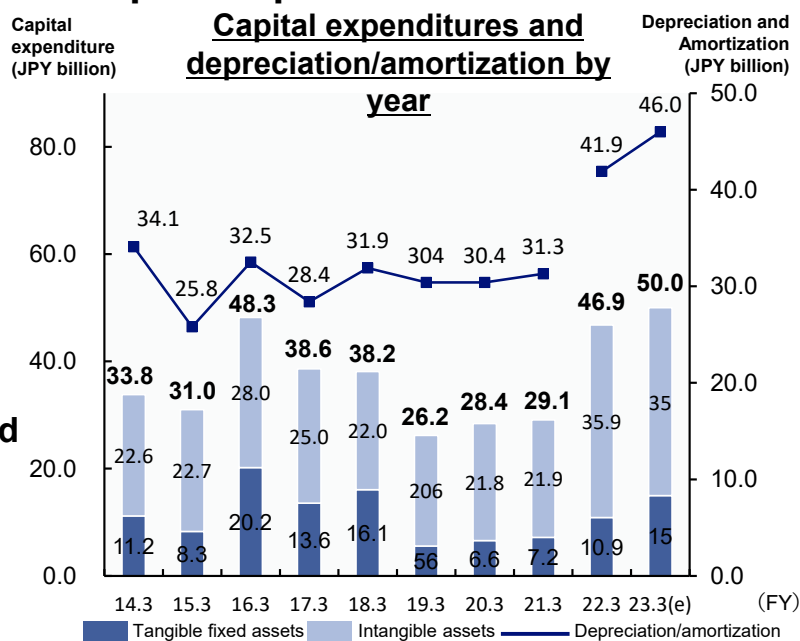
■ Expecting 50 billion yen in capital expenditures

● Investments in intangible assets

- Enhance functionality of shared online services
- Create new platform services for financial institutions
- Invest in developing digital IP etc.

● Investments in tangible fixed assets

- Construction on the second data center building at Osaka Data Center II
- Updating data center facilities etc.



* Forecasted reference values for FY March 2022 are based on IFRS. All other values are based on JGAAP.

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■ Bolstering our digital capabilities anticipating changes in society and industries

Some R&D topics this year

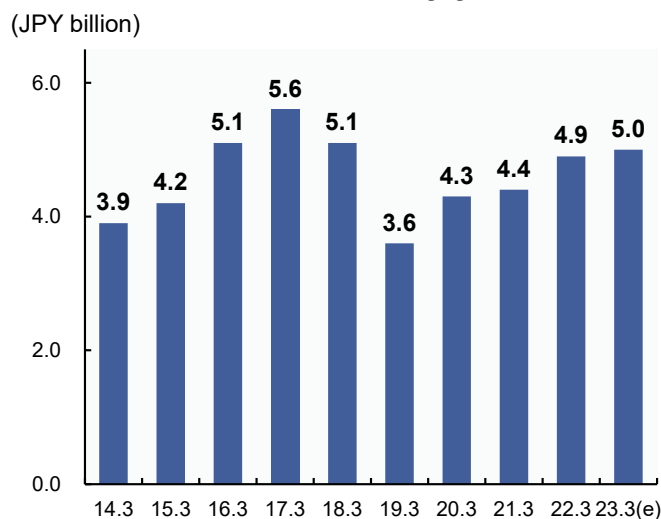
● Investigative research

- Investigative research on social issues
- Investigative research on technologies
- Consumer surveys, etc.

● DX Business development

- New business discovery
- Technology acquisition
- Social recommendations, etc.

R&D costs by year



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* IFRS from FY March 2022 onward, Japanese GAAP previously

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Reference Materials

Forecasts for FY March 2023 < Consolidated Earnings Model >

■ FY March 2023 Consolidated Earnings Model

- Revenue of JPY670 billion and Operating profit of JPY115 billion

(JPY billion)

	FY Mar. 2021 (Results)	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)*	YoY	
				Diff.	Change
Revenue	550.3	611.6	670.0	58.3	9.5%
Cost of Sales	364.5	395.5	432.0	36.4	9.2%
Personnel	116.9	134.9	160.0	25.0	18.6%
Subcontracting Costs	171.5	194.7	200.0	5.2	2.7%
Depreciation	32.6	33.3	37.0	3.6	11.0%
Gross Profit	185.7	216.0	238.0	21.9	10.1%
Gross Profit Margin	33.8%	35.3%	35.5%	0.2P	
SG&A	98.3	113.5	125.0	11.4	10.1%
Operating Profit	80.7	106.2	115.0	8.7	8.3%
Operating Margin	14.7%	17.4%	17.2%	(0.2P)	

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DX-related index

■ Main DX-related business in FY March 2022

- Social issues consulting, DX Consulting, Data analytics
- Mobile financial services (payments, points, etc.), the Individual Number related services
- Business model transformation focused on E-commerce business (inventory control, optimized shipping, etc.), at-home call centers platform
- Enhancing intranet infrastructure, etc. (information security business, cloud business)
- Business expansion in Australia

DX-related index () : YoY change

	1Q FY Mar. 2022	2Q FY Mar. 2022	3Q FY Mar. 2022	4Q FY Mar. 2022	Total FY Mar. 2022
DX-related sales	90.9 (+16.8%)	95.8 (+17.6%)	100.0 (+22.1%)	103.2 (+17.2%)	390.0 (+18.4%)
Ratio of DX-related sales	64% (+4pt)	64% (+3pt)	64% (+4pt)	63% (+2pt)	63% (+3pt)

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Reference Materials

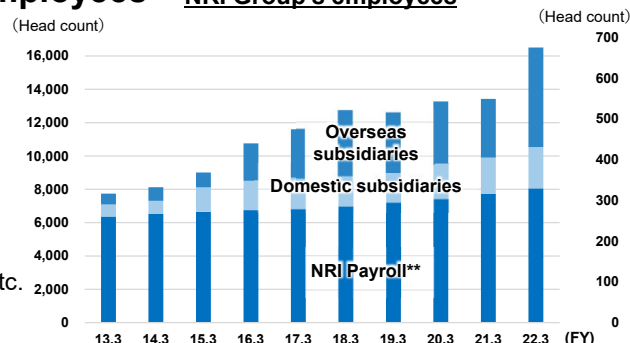
NRI's employees + Subcontractors (in Japan & China)

NRI Group's employees

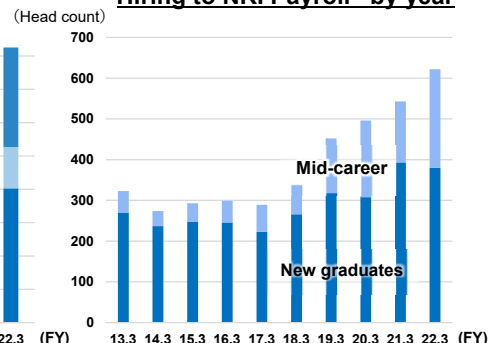
Personnel:
16,512*

- Management Consultants
- Systems Consultants
- Application Engineers
- Technical Engineers, etc.

NRI Group's employees



Hiring to NRI Payroll** by year



Subcontractors

- Offshore development Partners in China

20 partners in 20 regions

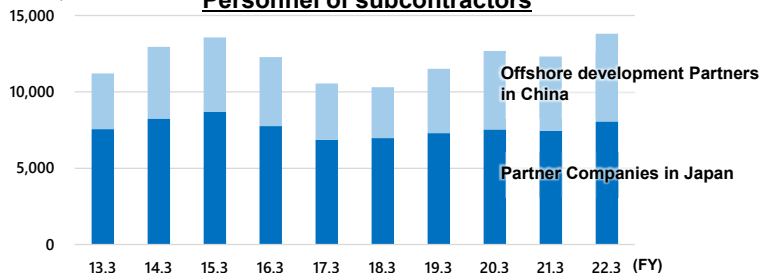
Personnel: Approx. 6,000

- Partner Companies in Japan

Personnel: Approx. 8,500

(Head count)

Personnel of subcontractors



*1 As of FY March 2022

** Includes group company employees hired by the main body of NRI


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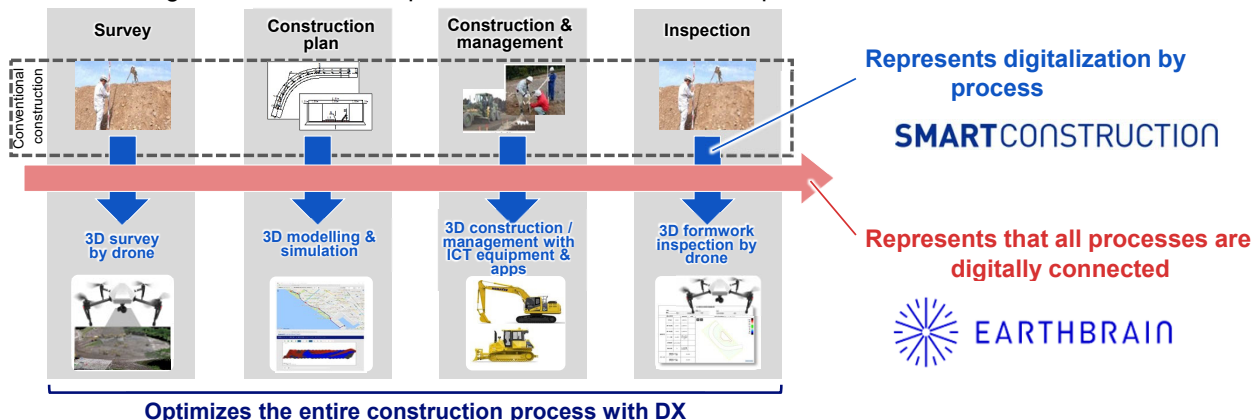
NRI 56

Reference Materials (Feb,2022 ESG Briefing)

Launched EARTHBRAIN in collaboration with Komatsu to promote DX in the construction industry

	Co-create a thriving future society
	Co-create an ideal society
	Co-create a safe and secure society

- Consolidating all on-site data to optimize the entire construction process



- The potential for value creation through productivity improvement in the civil engineering market is enormous.

Civil engineering market size	Efficiency improvement costs	Productivity targets	Scale of value creation
Japan 24 trillion JPY/year World 200 trillion JPY/year	65% of construction order value (material, machinery & labor costs, etc.)	20%~30% ✓ Government target: 20% ✓ i-Construction performance: 30%	Japan 3.1-4.7 trillion JPY/year World 26-39 trillion JPY/year

Source: Compiled by NRI from Komatsu's publicly available data

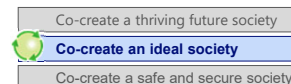
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Reference Materials (Feb,2022 ESG Briefing)

Developing businesses to facilitate the management of corporate CO₂ emissions

- Enabling management of all CO₂ emissions from business operations to accelerate de-carbonization of society



Analysis engine for financial institutions

Net zero CO₂ emissions support service for lending and investment portfolios

Providing CO₂ emission reduction pathways to financial institutions

- Financial institutions must commit to reducing CO₂ emissions in their lending and investment portfolios as per the **UN and several other initiatives**
- TCFD encourages financial institutions to measure their emissions per the PCAF calculation standards

Financed emissions analysis solution

CO₂ emissions from lending and investment portfolios of each financial institution are calculated taking into account the latest developments in each guidance/domestic circumstances. Analysis by sector/company, etc. is also possible.



Engagement support consulting

Based on calculation results, support financial institutions' with an approach for sectors/companies to reduce CO₂ emissions across the portfolio.



Reduction paths by company characteristics

Sustainability finance



Analysis engine for industrial clients

Carbon Management System



Building the best analysis logic for each industry / PoC

Leverage the in-depth industry knowledge accumulated through NRI's consulting business. Work with clients to build a CO₂ accounting process for an industry for which no standards exist.

Data connectivity platform

NRI-CTS (patent pending)



Connecting information from upstream to downstream in the supply chain

The concept of facilitating Scope 3 calculations by linking Scope 1 information of different companies is unique, and so far, only NRI has come up with a prototype. Plans for multilingual support are also in place.

Using NRI's comprehensive capabilities to help clients/industries in early achievement of carbon neutrality

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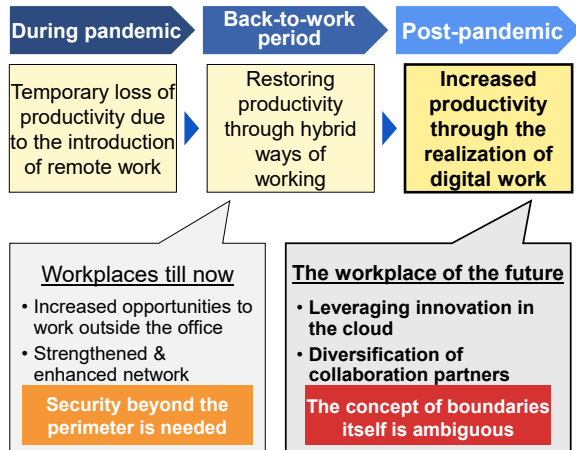
NRI 58

'Zero Trust' provides safety and security in an advanced IT society

- Realizing a networked society where people can use IT safely and securely with NRI Group's **con-solution**

*Con-solution: Consulting and IT solutions work together to continuously co-create value

Transition to digital work



Key technology is "Zero Trust"

*Zero Trust: A policy that disregards the concept of 'boundaries' between internal and external networks. Instead, it constantly monitors and verifies all access to information assets that must be protected without trusting anyone.

One-stop service from planning to operation of zero-trust workplaces



Consulting

Conceptualize Zero Trust's overall architecture to meet the needs of the client's business and industry

NSF
(NRI Secure Framework)

Framework for visualizing the status of security measures

Security integration

Realize systems by combining the optimal solutions to meet the needs of clients and society



Providing a digital workplace that combines security and increased productivity

Managed services

After release, we continue to operate and monitor complex systems 24/365 to ensure the safety, security, and stability of our clients and society



Advanced security operation and monitoring services

Create an environment where people can work digitally with peace of mind

→ Dramatic improvement in productivity of society as a whole

This document contains statements that constitute forward-looking statements. These statements include descriptions regarding the intent, belief or current expectations of the Company or its officers with respect to the consolidated results of operations and financial condition of the Company.

Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors.

The Company does not undertake to revise forward-looking statements to reflect future events or circumstances.

Figures given in the reference data related to the financial results forecasts are figures which are only intended to convey the Company's current circumstances and outlook. The Company does not undertake to revise the forecasts to reflect new information or circumstances.

The logo features the text "Share the Next Values!" in a bold, italicized, blue sans-serif font. The text is centered and flanked by two curved, swoosh-like shapes. The shape on the left is a solid blue arc. The shape on the right is a multi-colored arc that transitions from blue on the left, through purple and pink, to orange on the right.

Share the Next Values!