

# Financial Results Presentation

**Financial Results for the year ended 31<sup>st</sup> March, 2020  
and Financial Results Forecast for the year ending 31<sup>st</sup> March, 2021**

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**Nomura Research Institute, Ltd.**

**Shingo Konomoto**

Chairman and President & CEO, Member of the Board

April 28, 2020



- 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 2020**

**2 Value co-creation initiatives**

**3 Impact of COVID-19 and earnings forecast for FY March 2021**

**4 Recent Activities**

**5 Reference Materials**

## Financial Results for FY March 2020

### Highlights of Consolidated Financial Results

#### ■ YoY comparison (\* are shown as a reference)

(JPY million)

	FY Mar. 2019	FY Mar. 2020	Diff.	YoY Change
<b>Sales</b>	<b>501,243</b>	<b>528,873</b>	<b>27,629</b>	<b>5.5%</b>
Operating Profit before goodwill amortization *	75,373	86,343	10,970	14.6%
<b>Operating Profit</b>	<b>71,442</b>	<b>83,178</b>	<b>11,736</b>	<b>16.4%</b>
Operating Profit Margin before goodwill amortization *	15.0%	16.3%	1.3P	
<b>Operating Profit Margin</b>	<b>14.3%</b>	<b>15.7%</b>	<b>1.5P</b>	
<b>EBITDA Margin</b>	<b>21.7%</b>	<b>22.2%</b>	<b>0.5P</b>	
Profit attributable to owners of parent	50,931	69,276	18,344	36.0%
<b>Earnings Per Share*</b>	<b>¥72.11</b>	<b>¥109.35</b>	<b>¥37.24</b>	
<b>Dividends Per Share</b>	<b>¥30.00</b>	<b>¥32.00</b>	<b>¥2.00</b>	
<b>Payout Ratio</b>	<b>41.5%</b>	<b>27.9%</b>	<b>(13.6P)</b>	
<b>Return On Equity</b>	<b>12.3%</b>	<b>20.3%</b>	<b>8.0P</b>	

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- Sales increased 5.5% to 528.8 billion yen and operating profit rose 16.4% to 83.1 billion yen, both record highs building on the record highs achieved the previous year.
- COVID-19 had virtually no impact on performance in FY March 2020.
- Roughly 7 billion yen of the 11.7 billion-yen increase in operating profit was attributable to a 1.5-point increase in operating profit margin.
- Net income was 69.2 billion yen and dividend payout ratio was 27.9%. When subtracting extraordinary income recorded from the sale of Recruit Holdings shares, dividend payout ratio was approximately 35%.

## Financial Results for FY March 2020 Comparison to Forecasts

(JPY billion)

	FY Mar. 2019	FY Mar. 2020		
	Results	Forecasts*	Results	Diff.
<b>Sales</b>	<b>501.2</b>	<b>530.0</b>	<b>528.8</b>	<b>(1.1)</b>
<b>Operating Profit</b>	<b>71.4</b>	<b>82.0</b>	<b>83.1</b>	<b>1.1</b>
<b>Operating Profit Margin</b>	<b>14.3%</b>	<b>15.5%</b>	<b>15.7%</b>	<b>0.3P</b>
<b>Profit attributable to owners of parent</b>	<b>50.9</b>	<b>69.0</b>	<b>69.2</b>	<b>0.2</b>

\* Forecasts were announced on January 30, 2020

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- Performance figures were generally in line with the forecast revision in January 2020.
- Sales fell 1.1 billion yen short of the 530 billion yen forecast, but assuming no impact from exchange rate fluctuations sales would be 530 billion yen or more.
- FY March 2020 corresponds to the first year of the Medium-Term Management Plan (2019-2022) but the 83.1 billion yen in operating profit even exceeded the target for the second year of the plan.

## Financial Results for FY March 2020

### External sales by segment <Total>

(JPY million)

	FY Mar. 2019*	Share	FY Mar. 2020	Share	Diff.	YoY Change
Consulting	34,839	7.0%	38,572	7.3%	3,733	10.7%
Financial IT Solutions	252,367	50.3%	273,571	51.7%	21,203	8.4%
Securities	100,309	20.0%	112,762	21.3%	12,453	12.4%
Insurance	64,874	12.9%	66,374	12.6%	1,500	2.3%
Banking	43,404	8.7%	51,022	9.6%	7,618	17.6%
Other financial	43,780	8.7%	43,411	8.2%	(369)	(0.8%)
Industrial IT Solutions	180,882	36.1%	178,490	33.7%	(2,392)	(1.3%)
Distribution	66,814	13.3%	66,789	12.6%	(24)	(0.0%)
Manufacturing, service and other	114,068	22.8%	111,700	21.1%	(2,367)	(2.1%)
IT Platform Services	33,153	6.6%	38,239	7.2%	5,085	15.3%
<b>Total</b>	<b>501,243</b>	<b>100.0%</b>	<b>528,873</b>	<b>100.0%</b>	<b>27,629</b>	<b>5.5%</b>

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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- Sales were strong in Consulting, mainly for DX-related projects.
- In Financial IT Solutions,
  - In Securities, sales increased as implementation of shared online service THE STAR proceeded at multiple clients including Mizuho Securities.
  - In Insurance, sales increased overall as sales to large life insurers decreased, but business with non-life insurers remained strong throughout the year.
  - In Banking, sales increased due to projects such as reconstruction of core systems for new types of banks.
- In Industrial IT Solutions, sales decreased overall due to a sales decrease of roughly 6 billion yen in overseas business. On the other hand, if we limit the scope to domestic business only, sales increased by just under 3% driven by strong performance in DX projects.
- In IT Platform Services, sales increased due to IT investments for office environment reforms accompanying the move to Windows 10 and workstyle reforms in digital workplace, as well as strong performance in information security business.

## Financial Results for FY March 2020

### External sales by segment <Total> (supplementary information)

#### ■ Sales by main client

(JPY million)

	FY Mar. 2019	Share**	FY Mar. 2020	Share**	Diff.	YoY Change
Nomura Holdings	60,579	12.1%	65,049	12.3%	4,470	7.4%
Seven & i Holdings	49,109	9.8%	52,434	9.9%	3,324	6.8%

\* Percentage of (total) external sales

#### ■ Overseas sales

(JPY million)

	FY Mar. 2019	Share**	FY Mar. 2020	Share**	Diff.	YoY Change
Overseas sales	53,081	10.6%	46,752	8.8%	(6,328)	(11.9%)
North America*	9,738	1.9%	8,625	1.6%	(1,113)	(11.4%)
Oceania*	35,858	7.2%	31,841	6.0%	(4,016)	(11.2%)
Asia, other*	7,484	1.5%	6,285	1.2%	(1,198)	(16.0%)

\* Numbers by area are based on location of clients, and numbers per country or area are recorded as reference values.

\*\* Percentage of (total) external sales

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- Sales to Nomura Holdings increased due to projects in digital workplace.
- Sales to Seven & I Holdings increased, driven by IT investments such as spending in anticipation of the consumption tax hike.
- In our overseas business, sales decreased by around 6.3 billion yen, mostly in Australia. Roughly half of the decrease was attributable to exchange rate impact (the Australian dollar exchange rate fell roughly 9% year-on-year).



## Financial Results for FY March 2020

### Segment Performance Results <Total>

#### ■ Including Inter-segment sales for each segment.

(JPY million)

		FY Mar. 2019*	FY Mar. 2020	Diff.	YoY Change
Consulting	Sales	35,481	39,612	4,130	11.6%
	OP	7,786	9,515	1,729	22.2%
	OPM	21.9%	24.0%	2.1P	
Financial IT Solutions	Sales	255,162	276,937	21,775	8.5%
	OP	27,095	35,034	7,938	29.3%
	OPM	10.6%	12.7%	2.0P	
Industrial IT Solutions	Sales	183,580	181,438	(2,142)	(1.2%)
	OP	18,449	19,719	1,270	6.9%
	OPM	10.0%	10.9%	0.8P	
IT Platform Services	Sales	127,777	138,833	11,055	8.7%
	OP	17,130	18,454	1,323	7.7%
	OPM	13.4%	13.3%	(0.1P)	

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- In Consulting, we attained a high profit margin due to factors such as the effects of increased sales in management consulting.
- In Financial IT Solutions, profit increased mainly in business with securities brokerages.
- In Industrial IT Solutions, higher profit was earned despite lower sales due to improved productivity in domestic business thanks to utilization of offshoring and development of digital IP.

## Financial Results for FY March 2020

### 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 sales	Operating profit
Consulting		(+) Domestic consulting projects	(+) Higher profit due to increased revenue effects
Financial IT Solutions	Securities	(+) Shared online services implementations for multiple clients (+) Sales of products for securities brokerages	(+) Higher profit due to increased revenue effects  (+) Improved utilization rate by shifting resources
	Insurance	(+) Systems development for non-life insurers	
	Banking	(+) Increases for multiple clients	
	Other financial, etc.		
Industrial IT Solutions	Distribution	(+) Increases for multiple clients (-) Decreased revenue overseas	(+) Improved productivity in development
	Manufacturing & services, etc.	(-) Decreased revenue overseas	
IT Platform Services		(+) Increases in digital workplace, cloud-related business and information security-related business	

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## Financial Results for FY March 2020

### Sales by Service < Total >

(JPY million)

	FY Mar. 2019	FY Mar. 2020	Diff.	YoY Change
Consulting Services	90,816	96,862	6,046	6.7%
System Development & System Application Sales	150,467	161,703	11,235	7.5%
System Management & Operation Services	244,273	251,908	7,635	3.1%
Product Sales	15,686	18,399	2,712	17.3%
<b>Total</b>	<b>501,243</b>	<b>528,873</b>	<b>27,629</b>	<b>5.5%</b>

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- Two-thirds of the sales increase in Consulting Services was from growth in the Consulting Segment, while the remaining one-third was growth in solutions-related segments as the upstream for system development.
- Growth in Financial IT Solutions (for Securities and Banking) contributed greatly to System Development & System Application Sales.
- System Management Solutions maintained steady performance.

## Financial Results for FY March 2020

### Consolidated P/L Highlight <Total>

(JPY million)

	FY Mar. 2019	FY Mar. 2020	Diff.	YoY Change
<b>Sales</b>	<b>501,243</b>	<b>528,873</b>	<b>27,629</b>	<b>5.5%</b>
<b>Cost of Sales</b>	<b>336,508</b>	<b>348,006</b>	<b>11,498</b>	<b>3.4%</b>
Subcontracting Costs	150,635	161,305	10,670	7.1%
<b>Gross Profit</b>	<b>164,735</b>	<b>180,866</b>	<b>16,131</b>	<b>9.8%</b>
Gross Profit Margin	32.9%	34.2%	1.3P	
<b>SG&amp;A</b>	<b>93,293</b>	<b>97,688</b>	<b>4,394</b>	<b>4.7%</b>
Amortization of goodwill*	3,931	3,164	(766)	(19.5%)
<b>Operating Profit</b>	<b>71,442</b>	<b>83,178</b>	<b>11,736</b>	<b>16.4%</b>
Operating Profit Margin	14.3%	15.7%	1.5P	

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- Roughly 1.3 points of the 1.5-point increase in operating profit margin was attributable to increased gross profit margin (gross profit rate). This indicates improved profitability from projects thanks to improved productivity and containment of unprofitable projects.

## Financial Results for FY March 2020

### Consolidated P/L Highlight < Total > (continued)

(JPY million)

	FY Mar. 2019	FY Mar. 2020	Diff.	YoY Change
Operating Profit	71,442	83,178	11,736	16.4%
Non-operating income and loss	967	1,349	382	39.5%
Dividend Income	1,145	956	(189)	(16.5%)
Extraordinary income and loss	4,340	17,968	13,627	314.0%
Gain on sales of investment securities	9,079	19,198	10,119	111.5%
Impairment loss	(3,698)	(2,383)	1,315	(35.6%)
Income taxes etc.	25,213	32,288	7,074	28.1%
Profit attributable to owners of parent	50,931	69,276	18,344	36.0%

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- Impairment loss was recorded from the impairment of some of the goodwill balance of Cutter (roughly 1.4 billion yen) and impairment of the fixed assets of Brierley+Partners.

## Key Factors in Financial Results

### ■ Higher income with +5.5% in sales

- Business with domestic clients drove sales increases, particularly in financial IT

### ■ +16.4% in operating profit

- Profit increased thanks to improved productivity in development in addition to the effects of increased sales

Efforts to further expand consulting and industrial DX business produced solid results thanks to significant growth in finance business platforms, along with advancements in DX consulting and digital IP acquisition

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## Value co-creation initiatives

# NRI Group Sustainability Management Policy

NRI Group Growth

Building sustainable futures

Corporate Philosophy "Dream up the future"

## NRI Group Sustainability Management

*Share the Next Values!*

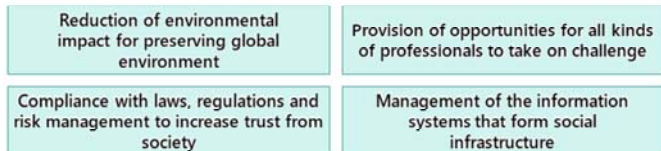
### 【Vision2022 Numerical Targets】

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)



### Materiality for sustainable growth






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## Value co-creation initiatives

# Important Indexes \* Monitored on a quarterly basis

"—" means undisclosed

Social value	Medium to long-term measures	Key indexes	Results in FY March 2020
 Co-create a thriving future society by driving new value.	Provide social recommendations and system proposals	Number of appearances in major media publications <sup>1</sup>	122
	Promote DX	DX-related sales	308 billion yen
		Overall scale of DX 2.0 business	—
	Create new business models	Number of business partnerships (joint ventures, local government agencies supported, etc.)	4
 Co-create an ideal society by effectively utilizing its resources.	Contribute to reforms for the greater good	Size of orders received for operational reform consulting	—
	Expand services in business platforms	Business platform sales	103.6 billion yen
	Generate environmental benefits for clients through business platforms	Client CO <sub>2</sub> emission reductions through shared online services <sup>2</sup>	83,299 tons
	Help build IT infrastructure to create an ideal society	Scale of cloud and data center services business	—
 Co-create a safe and secure society by advancing its infrastructure.	Help upgrade the social infrastructure	Scale of business for the public sector	—
	Contribute to information security	Amount invested in security, safety, and peace of mind	5.7 billion yen
	Maintain the quality of systems in operation	Number of systems failures	—
(Overall)	Facilitate long-term CSV activities	Amount of contributions to the <i>NRI Dream Up the Future Fund</i>	(Launches in FY March 2021) <sup>3</sup>

\*1: Articles that contain photos of or at least two paragraphs about NRI

\*2: CO<sub>2</sub> emissions reduction: Difference between the estimated amount of CO<sub>2</sub> emissions if the client were not to use the business platform and their actual emissions (assuming use of the platform)

\*3: Amount of contribution in the first year (FY March 2021) is predicted to be 830 million yen




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- We will begin monitoring the achievement levels of measures on a quarterly basis based on quantitative KPIs. These will be disclosed regularly going forward.

## Value co-creation initiatives

### Status of FY March 2020 initiatives (for reference)

Social value	Medium to long-term measures	Status of initiatives
 <p>Co-create a thriving future society by driving new value.</p>	Provide social recommendations and system proposals	<ul style="list-style-type: none"> <li>Proposed to society a new economic Index <i>GDP+I</i></li> <li>Released NRI's Recommendations for COVID-19 Emergency Measures</li> </ul>
	Promote DX	<ul style="list-style-type: none"> <li>In the industrial sector, mainly focused on DX projects including D2C and cloud</li> <li>In the financial sector, grew business infrastructure for securities brokerages and new services for insurers</li> </ul>
	Create new business models	<ul style="list-style-type: none"> <li>Launched service for JAL Digital Experience and full commercialization of Bit Realty</li> <li>Established Boosty and advanced plans to seize a leading role in the digital assets sector</li> </ul>
 <p>Co-create an ideal society by effectively utilizing its resources.</p>	Facilitate transformation for societal optimization	<ul style="list-style-type: none"> <li>Released the new <i>Nomura-BPI SDGs</i> index in collaboration with Nomura Securities</li> </ul>
	Expand services in business platforms	<ul style="list-style-type: none"> <li>Expanded shared online services with implementation of <i>THE STAR</i> at Mizuho Securities</li> <li>Also advanced implementations of BESTWAY at major clients</li> </ul>
	Generate environmental benefits for clients through business platforms	<ul style="list-style-type: none"> <li>Expanded business platform services and contributed to reductions in clients' CO<sub>2</sub> emissions</li> </ul>
 <p>Co-create a safe and secure society by advancing its infrastructure.</p>	Help build IT infrastructure to create an ideal society	<ul style="list-style-type: none"> <li>Won greater adoption of NRI cloud by major clients and others</li> <li>Reached partnership agreement with Oracle for more sophisticated multi-cloud</li> </ul>
	Help upgrade the social infrastructure	<ul style="list-style-type: none"> <li>Continued the Ministry of Environment Fukushima Prefecture reconstruction project</li> <li>Reached a basic agreement with the city of Tsuruoka and the National Institute of Technology, Tsuruoka College, on regional revitalization through digitalization</li> </ul>
	Contribute to information security	<ul style="list-style-type: none"> <li>Made advancements in security services for new technologies such as blockchain and IoT</li> <li>Awarded the ISO Excellence Award for safe data center operations</li> </ul>
(Overall)	Maintain the quality of systems in operation	<ul style="list-style-type: none"> <li>Implemented protective measures against system failures and reduced critical systems failures</li> <li>Formulated and published the NRI Group AI Ethics Guidelines</li> </ul>
	Activities to instill value co-creation	<ul style="list-style-type: none"> <li>Created the new <i>Value Co-Creation Award</i> category of the <i>Dream Up the Future Awards</i> (NRI internal awards)</li> <li>Trained 18 leaders to spearhead the internal dissemination and practical application of <i>value co-creation</i></li> </ul>

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## Impact of COVID-19 and earnings forecast for FY March 2021

### Order Backlog by Segment (Outstanding)

■ Order backlog is well performed centered on consulting and financial IT (JPY million)

	At end of Mar. 2019*	At end of Mar. 2020	Diff.	YoY Change
Consulting	3,559	4,339	779	21.9%
Financial IT Solutions	154,930	165,449	10,518	6.8%
Industrial IT Solutions	100,572	98,949	(1,623)	(1.6%)
IT Platform Services	14,609	17,041	2,431	16.6%
<b>Total</b>	<b>273,672</b>	<b>285,779</b>	<b>12,106</b>	<b>4.4%</b>
<b>Order backlog in the current FY</b>	<b>269,895</b>	<b>282,004</b>	<b>12,108</b>	<b>4.5%</b>

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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- As our high order backlog levels show, client investment demand is highly robust.
- If the effects of COVID-19 can be quickly contained, we believe this robust demand will resurface.



## Impact of COVID-19 and earnings forecast for FY March 2021

### Order Backlog by Segment (Domestic/International)

#### ■ Order backlog domestically

	At end of Mar. 2019*	At end of Mar. 2020	Diff.	YoY Change
Consulting	3,253	4,043	790	24.3%
Financial IT Solutions	154,568	165,143	10,575	6.8%
Industrial IT Solutions	69,368	68,913	(454)	(0.7%)
IT Platform Services	14,609	17,041	2,431	16.6%
<b>Total</b>	<b>241,799</b>	<b>255,141</b>	<b>13,342</b>	<b>5.5%</b>

(JPY million)

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

#### ■ Order backlog of overseas subsidiaries

	At end of Mar. 2019*	At end of Mar. 2020	Diff.	YoY Change
Overseas subsidiaries	31,873	30,637	(1,235)	(3.9%)

(JPY million)

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- In Consulting, order backlog increased due to a high level of orders received during 4Q.
- In Financial IT Solutions, order backlog increased mainly for securities. Roughly 5 billion yen of the 10.5 billion-yen increase was attributable to making Nippon Securities Technology a consolidated subsidiary.
- In Industrial IT Solutions, domestic order backlog remained at the same level as the previous year despite the reversion to the norm from spending in anticipation of the consumption tax hike mainly in distribution.
- In IT Platform Services, increased order backlog was attributable to security and cloud business.

## Impact of COVID-19 and earnings forecast for FY March 2021

### Forecast assumptions and impact on performance

#### Assumptions for the outside environment (Japan)

- Increase in new infections will subside by around summer
- Business activities will restart in earnest around September and approach normal levels toward the end of the year

#### Impact on NRI earnings (expected)

Sales activities (orders) will be impacted mainly in the first half. Some of this effect will linger into the second half, but we expect business to mostly return to normal.

##### Consulting Services (Japan)

Orders will stagnate in the first half mainly in the private sector. While there will be a downswing in revenues in the first half, orders and revenues should start to recover in the second half as business activities return to normal.

##### System Development & System Application Sales (Japan)

In financial IT solutions, there will be an impact on new development, but year-long earnings will not be greatly impacted due mainly to progress in projects for which orders have already been received.  
In industrial IT solutions, new orders from some clients have been postponed, and orders are expected to stagnate overall in the second half. Earnings will recover starting around the new year

##### System Management & Operation Services (Japan)

Services will experience some fluctuation but will not be impacted much overall.

##### Overseas

Revenues will suffer a significant downswing during the first half due to a decrease in orders, but cost control measures will increasingly stabilize earnings from summer onward toward the second half.

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## Impact of COVID-19 and earnings forecast for FY March 2021

### Sales Forecasts by Segment for FY March 2021

■ Performance forecast is subject to change, depending on how the spread of COVID-19 subsides.

(JPY billion)

	FY Mar. 2020 (Results)	Share	FY Mar. 2021 (Forecasts)	Share	Diff.	YoY Change
<b>Consulting</b>	38.5	7.3%	36.0	6.7%	(2.5)	(6.7%)
<b>Financial IT Solutions</b>	273.5	51.7%	285.0	52.8%	11.4	4.2%
Securities	112.7	21.3%	125.0	23.1%	12.2	10.9%
Insurance	66.3	12.6%	64.0	11.9%	(2.3)	(3.6%)
Banking	51.0	9.6%	51.0	9.4%	(0.0)	(0.0%)
Other financial	43.4	8.2%	45.0	8.3%	1.5	3.7%
<b>Industrial IT Solutions</b>	178.4	33.7%	177.0	32.8%	(1.4)	(0.8%)
Distribution	66.7	12.6%	66.0	12.2%	(0.7)	(1.2%)
Manufacturing, service and other	111.7	21.1%	111.0	20.6%	(0.7)	(0.6%)
<b>IT Platform Services</b>	38.2	7.2%	42.0	7.8%	3.7	9.8%
<b>Total</b>	528.8	100.0%	540.0	100.0%	11.1	2.1%

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- We forecast lower sales in Consulting, in which the impact of recession is likely to be felt the soonest.
- In Financial IT Solutions,
  - For securities, we forecast higher sales due to progress in THE STAR implementation projects, and the consolidation effect of Nippon Securities Technology (roughly 8 billion yen).
  - For insurance, we forecast lower sales due to slumping business with large life insurers and a round of site construction projects for direct non-life insurers.
- In Industrial IT Solutions, despite the negative impact of some clients postponing their projects, there are also areas such as e-commerce where investment demand is strong, so we forecast sales to be at about the same level as last year.
- In IT Platform Services, we expect a continued high level of growth as demand for telecommuting increases.

## Impact of COVID-19 and earnings forecast for FY March 2021

### Sales Forecasts by Service for FY March 2021

- Performance forecast is subject to change, depending on how the spread of COVID-19 subsides.

(JPY billion)

	FY Mar. 2020 (Results)	FY Mar. 2021 (Forecasts)	Diff.	YoY Change
Consulting Services	96.8	96.0	(0.8)	(0.9%)
System Development & System Application Sales	161.7	168.0	6.2	3.9%
System Management & Operation Services	251.9	258.0	6.0	2.4%
Product Sales	18.3	18.0	(0.3)	(2.2%)
<b>Total</b>	<b>528.8</b>	<b>540.0</b>	<b>11.1</b>	<b>2.1%</b>

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- In System Development & System Application Sales, we expect sales to increase 3.9% year-on-year.
  - In Financial IT Solutions, we consider the impact of COVID-19 to be relatively mitigated by orders accumulated up to the end of March of last fiscal year.
  - In Industrial IT Solutions, project postponements and downsizing are expected depending on industry type, and we predict a rather harsh year.
- In System Management Solutions, we expect a steady increase in sales.

## Impact of COVID-19 and earnings forecast for FY March 2021

### Forecasts for FY March 2021

- Performance forecast is subject to change, depending on how the spread of COVID-19 subsides.

(JPY billion)

	FY Mar. 2020 (Results)	FY Mar. 2021 (Forecasts)	Diff.	YoY Change
<b>Sales</b>	<b>528.8</b>	<b>540.0</b>	<b>11.1</b>	<b>2.1%</b>
<b>Operating Profit</b>	<b>83.1</b>	<b>83.0</b>	<b>(0.1)</b>	<b>(0.2%)</b>
<b>Operating Profit Margin</b>	<b>15.7%</b>	<b>15.4%</b>	<b>(0.4P)</b>	
<b>Profit attributable to owners of parent</b>	<b>69.2</b>	<b>59.0</b>	<b>(10.2)</b>	<b>(14.8%)</b>
<b>Earnings Per Share</b>	<b>¥109.35</b>	<b>¥98.96</b>	<b>(¥10.39)</b>	
<b>Dividends Per Share</b>	<b>¥32.00</b>	<b>¥34.00</b>	<b>¥2.00</b>	
End of Q2	<b>¥15.00</b>	<b>¥17.00</b>	<b>¥2.00</b>	
Fiscal year end	<b>¥17.00</b>	<b>¥17.00</b>	<b>-</b>	
<b>Payout Ratio</b>	<b>27.9%</b>	<b>34.8%</b>	<b>6.9P</b>	

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- Excluding the consolidation effect of Nippon Securities Technology (roughly 8 billion yen), our sales forecast of 540 billion yen is around the same level as last fiscal year.
- The operating profit forecast of 83 billion yen is also around the same level as last fiscal year.
- As for our dividend, we are following up on our 2-yen year-end dividend increase (announced in January) for last fiscal year with an additional increase of 2 yen for the full fiscal year.
- This year we expect a higher likelihood of missed cutoffs between the first and second halves depending on when COVID-19 can be contained, so we are not disclosing separate forecasts for the first and second halves.



## Impact of COVID-19 and earnings forecast for FY March 2021

### The paradigm shift resulting from the pandemic could give rise to new business opportunities

#### Voice of the customer

##### ■ Business continuity

- Make operations fully digital and bolstering clients' intranet infrastructure in preparation for full telecommuting
- Launch non-contact services such as unmanned registers on sales floors
- Fully rebuild global supply chains (drive further decentralization, or conversely, bring supply chains back to Japan)

##### ■ Digital transformation of business models (DX)

- Bolster e-commerce business (consolidating inventory, more sophisticated call centers, optimal deliveries, etc.)
- Shift to the As a Service model (subscription-based, MaaS, etc.)
- Strengthen non-face-to-face channels at financial institutions (new services in the front office domain, etc.)



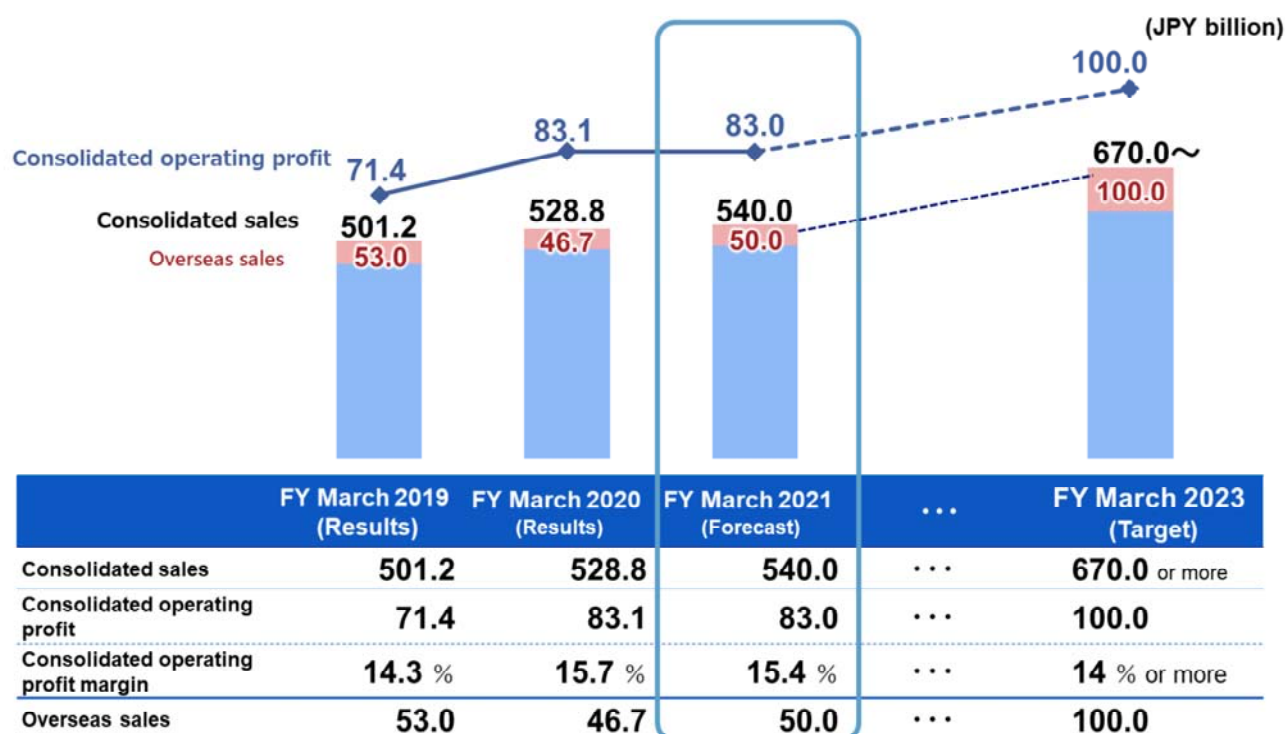
### Make more proposals that preempt the paradigm shift

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## Impact of COVID-19 and earnings forecast for FY March 2021

### Forecasts for FY March 2021 and Medium-term plan target



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- The numerical targets in our Medium-Term Management Plan are unchanged.
- This year we are aiming for overseas sales on 50 billion yen, a year-on-year increase of 3.3 billion yen.

- 1** Financial Results for FY March 2020
- 2** Value co-creation initiatives
- 3** Impact of COVID-19 and earnings forecast for FY March 2021
- 4** Recent Activities
- 5** Reference Materials

## Recent initiatives

### Growth Strategy on Medium-term Plan(2019-2022) (Repeat)

#### Main Strategies

##### DX

##### Use technology to transform customer business models and processes

- Offer comprehensive support through DX from front-office to core systems to develop large-scale customers

##### Business platform

##### Evolve business platforms (BPFs) in finance

- Additional expansion of BPFs that cater to IT structure reform and new entry

##### Cloud

##### Modernize legacy systems by using cloud

- Comprehensive support from diversifying system platforms to application development

##### Global

##### Achieve more global business growth, seeking sales of 100 billion yen

- Expand business base, centered on external growth in Australia and North America

##### Human resources

##### Strategic recruiting, talent development and collaboration with partners to bolster NRI's competitiveness

- Increase mid-career recruiting, offer diverse workstyles, etc.

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## Recent initiatives: DX strategy

# Creating and expanding DX business

- Bolstered NRI Digital capabilities and acquired digital IP to accelerate NRI's DX strategy

### Bolstered capabilities of NRI Digital

- Transferred management of accounts closely tied to DX2.0\* to NRI Digital and beefed up organization to around 200 (headcount up 3x yoy)

\*DX2.0: DX that transforms business models themselves

### Acquired digital IP

- Acquired more digital IP including cloud infrastructure IP and algorithm IP which can be used for multiple clients and industries, in FY March 2020

Goal	Digital IP
<b>Higher quality, higher performance, and better productivity</b> through standardization and breakdown into components	Cloud infrastructure such as IoT and AI
	Standardized components for e-commerce
<b>Commercialize high added-value analysis models</b>	Algorithms based on data analytics

- Continue investing in digital IP development mainly in e-commerce and IoT

### ■ DX-related sales

(JPY billion, ratio of consolidated sales (%))

FY March 2020	1Q	2Q	3Q	4Q	Full Year
DX-related sales	73.7(57%)	75.2(58%)	78.4(60%)	80.6(58%)	308.0(58%)

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- We are strengthening the organizational structure of NRI Digital. Consultants and engineers are working together to attract and develop DX-related projects.
- DX related sales now comprise 58% of our consolidated sales, a one-point increase since FY March 2019.



## Recent initiatives: Business platform strategy

### Acquiring full ownership of DSB

- Executing a takeover bid aiming to further advance finance business platforms

Stock purchase period	April 30 – June 15, 2020
Shares of stock and other instruments to be purchased	All shares of common stock (excluding shares already owned by NRI and DSB) and all stock acquisition rights
Purchase amount	11,147,411,840 yen * Multiplying the shares scheduled for purchase (12,116,752 shares) by the tender offer price (920 yen)
Purpose of acquiring full ownership of DSB	In a business climate that demands quick decisions, (1) Acquire a diverse set of clients in direct finance and other new customer segments; and (2) Leverage high value-added services utilizing digital technologies in all operations from back-office to middle- and front-office to build an integrated ITO/BPO finance platform

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## Recent initiatives: Global strategy

### Further business infrastructure growth in Australia

- Began the procedure to acquire shares of AUSIEX stock<sup>\*1</sup>
  - Enter back-office operations services in Australia's growing wealth management market and, in the future, aim to be part of Australia's direct finance market infrastructure
  - AUSIEX is part of the CBA<sup>\*2</sup> group, which provides IT and operations services in the back-office domain to major financial institutions in Australia
  - Acquisition price estimated to be 6.027 billion yen, including advisory fees, etc.

#### Overview of AUSIEX

Name	Australian Investment Exchange Limited
Location	Sydney
Name & Title of Representative	Gavin Walker, Chairman
Established	November 25, 1996
Sales (FY June 2019)	AUD \$61,813,000 (4,092 million yen) * AUD \$1 = 66.21 yen
Business description	Back office services for managing securities trading and portfolios, etc.

\*1: Stock acquisition to be executed by the end of June 2021 (tentative), pending the fulfillment of all terms specified in the SPA (stock purchase agreement)

\*2: Commonwealth Bank of Australia Limited: One of the four largest banks in Australia, and listed on the Australian stock exchange

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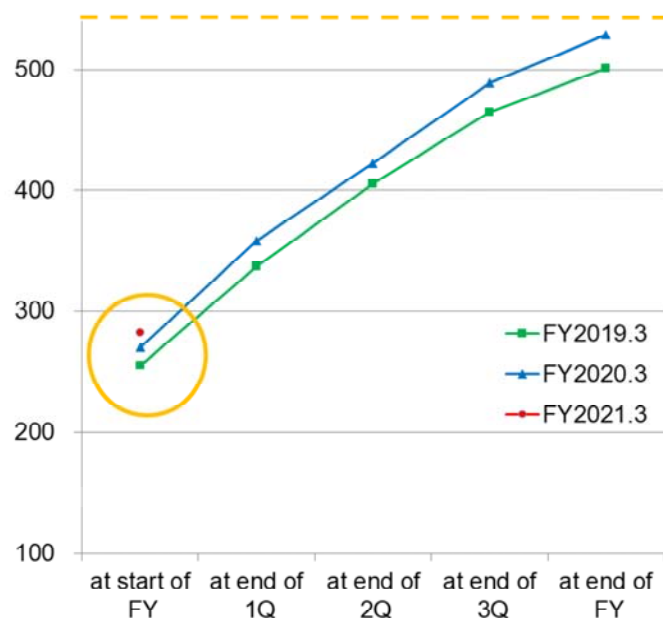
- Currently, AUSIEX is for all intents and purposes a division of Commonwealth Bank of Australia (CBA) and does not have a head office function. Since it will take time to put the organizational structure of an independent company in place, including a head office function, there is a time lag between the conclusion of the agreement and the actual acquisition of shares.

- 1** Financial Results for FY March 2020
- 2** Value co-creation initiatives
- 3** Impact of COVID-19 and earnings forecast for FY March 2021
- 4** Recent Activities
- 5** Reference Materials

## Reference Materials -Other Financial Result-related Data-

### Sales + Consolidated Order Backlog in the current FY

(JPY billion)



(JPY billion)

	FY Mar.2020	FY Mar.2021	YoY Change
<b>Sales</b> <sup>※1</sup>	528.8	540.0	+2.1%
<b>Consolidated Order Backlog</b> <sup>※2</sup>	269.8	282.0	+4.5%
<b>Realization rate</b>	51.0%	52.2%	+1.2P

(※1) FY Mar.2020: Result, FY Mar. 2021: Forecast

(※2) The figure at the start of FY

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# Reference Materials -Other Financial Result-related Data-

## Order Volume <Total>

(JPY million)

	FY Mar. 2019*	FY Mar. 2020	Diff.	YoY Change
Consulting	34,315	39,352	5,036	14.7%
Financial IT Solutions	265,724	284,089	18,365	6.9%
Industrial IT Solutions	184,653	176,867	(7,786)	(4.2%)
IT Platform Services	33,467	40,671	7,203	21.5%
Total	518,161	540,980	22,819	4.4%

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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**Order Volume < Total > (Domestic/International)****■ Order volume domestically**

(JPY million)

	FY Mar. 2019※	FY Mar. 2020	Diff.	YoY Change
Consulting	30,262	35,226	4,964	16.4%
Financial IT Solutions	261,802	280,798	18,996	7.3%
Industrial IT Solutions	141,549	137,719	(3,829)	(2.7%)
IT Platform Services	33,309	40,460	7,151	21.5%
<b>Total</b>	<b>466,923</b>	<b>494,206</b>	<b>27,282</b>	<b>5.8%</b>

※ On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

**■ Order volume of overseas subsidiaries**

(JPY million)

	FY Mar. 2019	FY Mar. 2020	Diff.	YoY Change
<b>Overseas subsidiaries</b>	<b>51,238</b>	<b>46,774</b>	<b>(4,463)</b>	<b>(8.7%)</b>

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## Reference Materials -Other Financial Result-related Data-

### Cash Flow < Full Year >

(JPY million)

	FY Mar. 2019	FY Mar. 2020	YoY Change
Operating activities	56,349	102,787	82.4%
Investing activities	(16,826)	18,382	-
(Except Cash management purpose)	(15,025)	(6,985)	(53.5%)
Free Cash Flow	39,523	121,169	206.6%
(Except Cash management purpose)	41,324	95,801	131.8%
Financing activities	(73,106)	(139,857)	91.3%
Net increase in Cash and cash equivalents	(35,102)	(22,421)	(36.1%)
(Except Cash management purpose)	(33,301)	(47,790)	43.5%
Cash and cash equivalents at end of year	123,200	100,778	(18.2%)
Cash and cash equivalents + Cash Management purpose investment	152,743	104,842	(31.4%)

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## Reference Materials -Other Financial Result-related Data-

# Highlights of Consolidated Financial Results <4Q>

### ■ YoY comparison (\* are shown as a reference)

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
<b>Sales</b>	<b>134,179</b>	<b>138,328</b>	<b>4,149</b>	<b>3.1%</b>
Operating Profit before goodwill amortization *	<b>20,938</b>	<b>21,844</b>	<b>906</b>	<b>4.3%</b>
<b>Operating Profit</b>	<b>20,019</b>	<b>21,072</b>	<b>1,053</b>	<b>5.3%</b>
Operating Profit Margin before goodwill amortization *	<b>15.6%</b>	<b>15.8%</b>	<b>0.2P</b>	
<b>Operating Profit Margin</b>	<b>14.9%</b>	<b>15.2%</b>	<b>0.3P</b>	
<b>EBITDA Margin</b>	<b>23.2%</b>	<b>21.7%</b>	<b>(1.5P)</b>	
<b>Profit attributable to owners of parent</b>	<b>11,082</b>	<b>13,672</b>	<b>2,589</b>	<b>23.4%</b>

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## Reference Materials -Other Financial Result-related Data- External Sales by Segment <4Q>

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)*	Share	4Q FY Mar. 2020 (Jan.-Mar.)	Share	Diff.	YoY Change
<b>Consulting</b>	10,107	7.5%	11,509	8.3%	1,402	13.9%
<b>Financial IT Solutions</b>	68,059	50.7%	71,010	51.3%	2,951	4.3%
Securities	26,748	19.9%	31,296	22.6%	4,548	17.0%
Insurance	18,909	14.1%	16,212	11.7%	(2,697)	(14.3%)
Banking	11,271	8.4%	12,907	9.3%	1,636	14.5%
Other financial	11,130	8.3%	10,594	7.7%	(535)	(4.8%)
<b>Industrial IT Solutions</b>	45,813	34.1%	44,712	32.3%	(1,101)	(2.4%)
Distribution	17,439	13.0%	15,894	11.5%	(1,544)	(8.9%)
Manufacturing, Service and other	28,374	21.1%	28,817	20.8%	443	1.6%
<b>IT Platform Services</b>	10,199	7.6%	11,096	8.0%	897	8.8%
<b>Total</b>	<b>134,179</b>	<b>100.0%</b>	<b>138,328</b>	<b>100.0%</b>	<b>4,149</b>	<b>3.1%</b>

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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## Reference Materials -Other Financial Result-related Data-

### External sales by segment <4Q> (supplementary information)

#### ■ Sales by main client

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	Share**	4Q FY Mar. 2020 (Jan.-Mar.)	Share**	Diff.	YoY Change
Nomura Holdings	16,603	12.4%	17,288	12.5%	684	4.1%
Seven & i Holdings	12,476	9.3%	12,574	9.1%	98	0.8%

#### ■ Overseas sales

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	Share**	4Q FY Mar. 2020 (Jan.-Mar.)	Share**	Diff.	YoY Change
Overseas sales	12,547	9.4%	11,134	8.0%	(1,413)	(11.3%)
North America*	2,339	1.7%	2,235	1.6%	(104)	(4.4%)
Oceania*	8,545	6.4%	7,244	5.2%	(1,301)	(15.2%)
Asia, other*	1,662	1.2%	1,654	1.2%	(8)	(0.5%)

\* Numbers by area are based on location of clients, and numbers per country or area are recorded as reference values.

\*\* Percentage of (total) external sales

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## Reference Materials -Other Financial Result-related Data- Segment Performance Results <4Q>

### ■ Including Inter-segment sales for each segment.

(JPY million)

		4Q FY Mar. 2019* (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Consulting	Sales	10,314	11,985	1,670	16.2%
	OP	2,660	3,824	1,163	43.7%
	OPM	25.8%	31.9%	6.1P	
Financial IT Solutions	Sales	68,762	72,408	3,646	5.3%
	OP	7,097	8,098	1,001	14.1%
	OPM	10.3%	11.2%	0.9P	
Industrial IT Solutions	Sales	46,493	45,505	(988)	(2.1%)
	OP	5,386	5,216	(170)	(3.2%)
	OPM	11.6%	11.5%	(0.1P)	
IT Platform Services	Sales	34,457	36,736	2,279	6.6%
	OP	4,823	4,179	(644)	(13.4%)
	OPM	14.0%	11.4%	(2.6P)	

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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## Reference Materials -Other Financial Result-related Data- 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 sales	Operating profit
Consulting		(+) Domestic consulting projects	(+) Higher profit due to increased revenue effects
Financial IT Solutions	Securities	(+) Shared online services implementations for multiple clients	(+) Higher profit due to increased revenue effects
	Insurance	(−) Systems development for life insurers	
	Banking	(+) Systems development for multiple clients	
	Other financial, etc.		
Industrial IT Solutions	Distribution	(−) Systems development for major clients (−) Overseas business	
	Manufacturing & services, etc.	(+) Systems development for multiple clients (−) Overseas business	
IT Platform Services		(+) Digital workplace business	(−) Temporary expenses (SG&A)

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## Reference Materials -Other Financial Result-related Data-

### Sales by Service <4Q>

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Consulting Services	24,519	25,936	1,417	5.8%
System Development & System Application Sales	42,105	41,933	(172)	(0.4%)
System Management & Operation Services	62,106	65,102	2,995	4.8%
Product Sales	5,447	5,357	(90)	(1.7%)
Total	134,179	138,328	4,149	3.1%

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## Reference Materials -Other Financial Result-related Data-

### Consolidated P/L Highlight <4Q>

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
<b>Sales</b>	<b>134,179</b>	<b>138,328</b>	<b>4,149</b>	<b>3.1%</b>
<b>Cost of Sales</b>	<b>90,519</b>	<b>90,857</b>	<b>338</b>	<b>0.4%</b>
Subcontracting Costs	40,698	42,112	1,414	3.5%
<b>Gross Profit</b>	<b>43,660</b>	<b>47,471</b>	<b>3,811</b>	<b>8.7%</b>
Gross Profit Margin	32.5%	34.3%	1.8P	
<b>SG&amp;A</b>	<b>23,640</b>	<b>26,398</b>	<b>2,758</b>	<b>11.7%</b>
Amortization of goodwill	918	771	(146)	(15.9%)
<b>Operating Profit</b>	<b>20,019</b>	<b>21,072</b>	<b>1,053</b>	<b>5.3%</b>
Operating Profit Margin	14.9%	15.2%	0.3P	

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## Reference Materials -Other Financial Result-related Data-

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

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Operating Profit	20,019	21,072	1,053	5.3%
Non-operating income and loss	209	364	155	74.5%
Extraordinary income and loss	(3,903)	(1,220)	2,682	(68.7%)
Gain on sales of investment securities	3	36	33	891.1%
Impairment loss	(3,698)	(2,383)	1,315	(35.6%)
Income taxes etc.	4,994	6,056	1,061	21.3%
Profit attributable to owners of parent	11,082	13,672	2,589	23.4%

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## Reference Materials -Other Financial Result-related Data-

### Order Volume <4Q>

(JPY million)

	4Q FY Mar. 2019* (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Consulting	7,019	8,485	1,465	20.9%
Financial IT Solutions	163,132	173,499	10,367	6.4%
Industrial IT Solutions	109,889	108,614	(1,274)	(1.2%)
IT Platform Services	19,033	21,321	2,288	12.0%
<b>Total</b>	<b>299,073</b>	<b>311,921</b>	<b>12,847</b>	<b>4.3%</b>

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

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## Reference Materials -Other Financial Result-related Data-

### Order Volume <4Q> (Domestic/International)

#### ■ Order volume domestically

(JPY million)

	4Q FY Mar. 2019* (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Consulting	6,045	7,497	1,452	24.0%
Financial IT Solutions	162,242	172,863	10,620	6.5%
Industrial IT Solutions	77,649	79,049	1,400	1.8%
IT Platform Services	18,995	21,259	2,264	11.9%
<b>Total</b>	<b>264,931</b>	<b>280,669</b>	<b>15,737</b>	<b>5.9%</b>

\* On April 1, 2019 all business of overseas subsidiary ASG Group was re-classified into the Industrial IT Solutions segment. Year-on-year comparisons use the figures for the same period in the previous year for the business segment following the relevant change.

#### ■ Order volume of overseas subsidiaries

(JPY million)

	4Q FY Mar. 2019 (Jan.-Mar.)	4Q FY Mar. 2020 (Jan.-Mar.)	Diff.	YoY Change
Overseas subsidiaries	34,142	31,251	(2,890)	(8.5%)

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## Reference Materials -Other Financial Result-related Data-

### CAPEX, R&D and Depreciation Forecasts for FY March 2021

#### ■ Capital Expenditure, R&D

(JPY billion)

	FY Mar. 2020 (Results)	FY Mar. 2021 (Forecasts)	Diff.	YoY Change
Capital Expenditure	28.4	38.0	9.5	33.3%
Tangible	6.6	13.0	6.3	94.5%
Intangible	21.8	25.0	3.1	14.6%
R&D	4.3	4.0	(0.3)	(7.2%)

#### ■ Depreciation and Amortization

(JPY billion)

	FY Mar. 2020 (Results)	FY Mar. 2021 (Forecasts)	Diff.	YoY Change
Total	30.4	33.0	2.5	8.5%

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## Reference Materials -Other Financial Result-related Data-

### Forecasts for FY March 2021 < Consolidated Earnings Model >

#### ■ FY March 2021 Consolidated Earnings Model

- Sales of JPY540.0 billion and Operating profit of JPY83.0 billion

(JPY billion)

	FY Mar. 2019 (Results)	FY Mar. 2020 (Results)	FY Mar. 2021 (Forecasts)*	YoY	
				Diff.	Change
Sales	501.2	528.8	540.0	11.1	2.1%
Cost of Sales	336.5	348.0	359.0	10.9	3.2%
Personnel	111.1	111.2	113.0	1.7	1.5%
Subcontracting Costs	150.6	161.3	164.0	2.6	1.7%
Depreciation	28.7	28.3	31.0	2.6	9.2%
Gross Profit	1,647	180.8	181.0	0.1	0.1%
Gross Profit Margin	32.9%	34.2%	33.5%	(0.7P)	
SG&A	93.2	97.6	98.0	0.3	0.3%
Operating Profit	71.4	83.1	83.0	(0.1)	(0.2%)
Operating Profit Margin	14.3%	15.7%	15.4%	(0.4P)	

\* Figures are consolidated estimates for preparing this earnings model.

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## Reference Materials

### Capital expenditures and depreciation/amortization

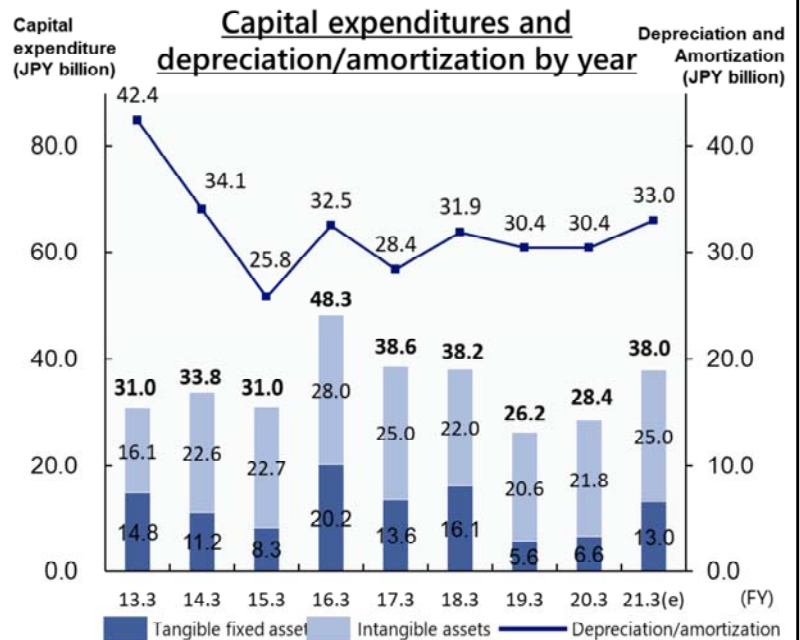
#### ■ Expecting 38 billion yen in capital expenditures

##### ● Investments in tangible fixed assets

- Enhancing cloud service infrastructure capabilities, etc.

##### ● Investments in intangible assets

- Enhance functionality of shared online services
- Invest in developing digital IP etc.



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### ■ Bolster business development to achieve Vision 2022

#### Some R&D topics this year

##### ● Business development

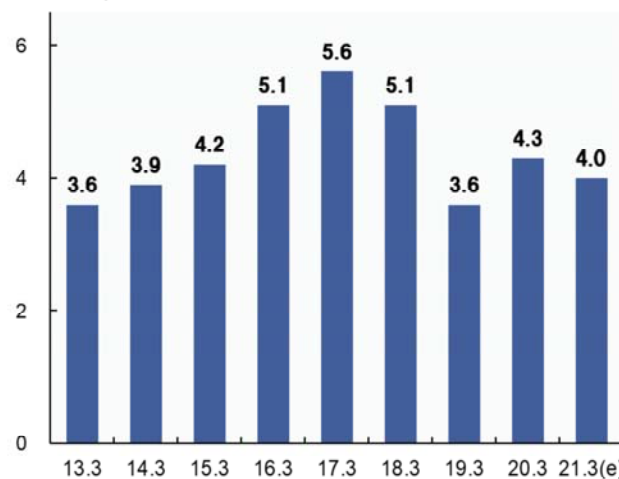
- Companywide business development efforts
- Strategic business exploration
- Technology assessments and development, etc.

##### ● Investigative research

- Working on social recommendations
- Studies on advanced technologies, etc.

#### R&D costs by year

(JPY billion)



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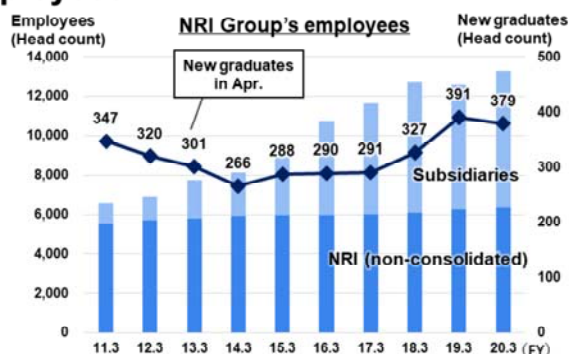
## Reference Materials

# NRI's employees + Partners (in Japan & China)

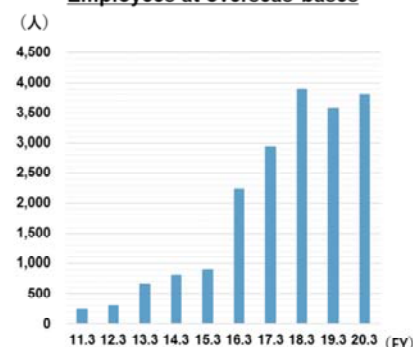
## NRI Group-s employees

**Personnel:**  
**13,278\***

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



## Employees at overseas bases



## Subcontractors

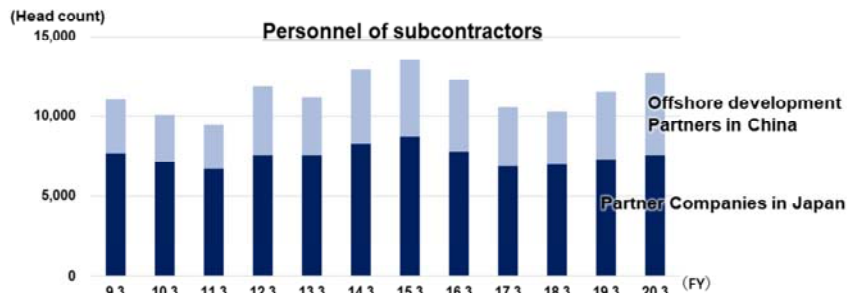
### Offshore development Partners in China

20 partners in 20 regions

**Personnel:** Approx. 5,000

### Partner Companies in Japan

**Personnel:** Approx. 7,500



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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, blue, italicized sans-serif font. The text is centered and flanked by two curved, swoosh-like graphic elements. The swoosh on the left is a solid blue arc. The swoosh on the right is a multi-colored arc that transitions from blue on the left to red on the right, with a gradient in between.

***Share the Next Values!***