
Financial Results

for the year ended 31st March, 2009
and Financial Results Forecast for the year ending 31st March, 2010

April 24, 2009

Akihisa Fujinuma,
Chairman and President, CEO&COO



Contents

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Highlights of Consolidated Results

(Unit: JPY million)

	FY Mar.2008	FY Mar.2009	Difference	YoY Change
Sales	342,289	341,279	(1,009)	(0.3%)
Operating Profit	52,664	49,713	(2,951)	(5.6%)
Operating Profit Margin	15.4%	14.6%	(0.8P)	
Net Income	28,157	24,513	(3,644)	(12.9%)
Earnings per share	¥138.52	¥125.54	(¥12.98)	(9.4%)
Dividends per share	¥50.00	¥52.00	+¥2.00	+4.0%

Comparison to Forecasts(1)

(Unit: JPY billion)

	FY Mar.2008	FY Mar.2009		
	Results	Forecasts*	Results	Diff.
Sales	342.2	340.0	341.2	+1.2
Operating Profit	52.6	48.0	49.7	+1.7
Operating Profit Margin	15.4%	14.1%	14.6%	+0.4P
Net Income	28.1	22.5	24.5	+2.0

Note: Forecasts were announced on March 19, 2009

Comparison to Forecasts(2)

(Unit: JPY billion)

Sales by Sector	FY Mar. 2008	FY Mar.2009		
	Results	Forecasts*	Results	Diff.
Securities sector	152.1	130.0	132.4	+2.4
Insurance sector	30.8	50.0	50.1	+0.1
Banking sector	25.4	26.0	25.6	(0.3)
Other financial sector	27.4	29.0	28.6	(0.3)
Financial sector	235.9	235.0	236.9	+1.9
Distribution sector	44.5	43.0	42.9	(0.0)
Other sector	61.7	62.0	61.4	(0.5)
Total	342.2	340.0	341.2	+1.2
Sales by Segment	Results	Forecasts*	Results	Diff.
	Results	Forecasts*	Results	Diff.
Consulting Services	30.3	33.0	32.8	(0.1)
System Development & System Application Sales	150.1	145.0	144.2	(0.7)
System Management & Operation Services	140.8	149.0	148.9	(0.0)
Product Sales	20.9	13.0	15.1	+2.1
IT Solution Services	311.9	307.0	308.4	+1.4
Total	342.2	340.0	341.2	+1.2

Note: Forecasts were announced on January 29, 2009

Keys to the Consolidated Financial Results for FY Mar. 2009

- Although the rapid deterioration in the business environment resulted in lower sales from the securities sector, this was offset by sales from the insurance sector and other sector.
 1. In this harsh business environment, NRI shifted human resources to the insurance sector and other sector expected to generate orders, thus keeping sales unchanged (down 0.3% year-on-year) and staying within the financial forecast.
 2. Lower sales in System Development & System Application Sales was offset by System Management & Operations Services.
- Cost controls: Curbing SG&A expenses and addressing subcontracting costs
 1. NRI made far-reaching cuts in SG&A expenses, and reviewed R&D closely while focusing on quality. SG&A expenses were kept at FY3/08 levels with a 0.7% year-on-year decline.
 2. Optimization of subcontracting costs began to yield results in System Management & Operations Services. At the same time, such costs in System Development & System Application Sales increased over the previous year due to growing issues in the non-securities market.
- Operating profit margin worsens and operating profit declines with changes in business portfolio
 1. Operating profit declined 5.6% year-on-year due to rapid shift from services for the securities sector, in which expertise and parts can be utilized, to other sectors, as well as to an increase in depreciation costs resulting from software investments and data center operations.

Sales by sector

(Unit:JPY million)

	FY Mar.2008	Share	FY Mar.2009	Share	Diff.	YoY Change
Securities sector	152,152	44.5%	132,460	38.8%	(19,692)	(12.9%)
Insurance sector	30,851	9.0%	50,161	14.7%	+19,310	+62.6%
Banking sector	25,471	7.4%	25,672	7.5%	+200	+0.8%
Other financial sector	27,496	8.0%	28,621	8.4%	+1,124	+4.1%
Financial sector	235,972	68.9%	236,915	69.4%	+942	+0.4%
Distribution sector	44,569	13.0%	42,925	12.6%	(1,644)	(3.7%)
Other sector	61,746	18.0%	61,438	18.0%	(307)	(0.5%)
Total	342,289	100.0%	341,279	100.0%	(1,009)	(0.3%)
Nomura Holdings	104,808	30.6%	97,240	28.5%	(7,568)	(7.2%)
Seven & i Holdings	37,611	11.0%	38,183	11.2%	+572	+1.5%

*Figures of Nomura Holdings and Seven & i Holdings, in principle, include sales to subsidiaries.

*Amount of less than JPY million were rounded down.

*Since Japan Post was privatized and split up in October 2007, data for the resulting companies is calculated based on the industry to which each belongs.

Sales by segment

(Unit: JPY million)

	FY Mar.2008	Share	FY Mar. 2009	Share	Diff.	YoY Change
Consulting Services	30,333	8.9%	32,866	9.6%	+2,533	+8.4%
System Development & System Application Sales	150,177	43.9%	144,249	42.3%	(5,927)	(3.9%)
System Management & Operation Services	140,865	41.2%	148,985	43.7%	+8,120	+5.8%
Product Sales	20,913	6.1%	15,178	4.4%	(5,735)	(27.4%)
IT Solution Services	311,955	91.1%	308,413	90.4%	(3,542)	(1.1%)
Total	342,289	100.0%	341,279	100.0%	(1,009)	(0.3%)

* Amount of less than JPY million were rounded down.

P/L Highlight

(Unit: JPY million)

	FY Mar.2008	FY Mar.2009	Diff.	YoY Change
Sales	342,289	341,279	(1,009)	(0.3%)
Cost of Sales	238,537	240,854	+2,317	+1.0%
Subcontracting Costs	118,596	121,446	+2,849	+2.4%
Gross Profit	103,751	100,425	(3,326)	(3.2%)
Gross Profit Margin	30.3%	29.4%	(0.9P)	
SG&A	51,087	50,711	(375)	(0.7%)
Operating Profit	52,664	49,713	(2,951)	(5.6%)
Operating Profit Margin	15.4%	14.6%	(0.8P)	

P/L Highlight continued

(Unit: JPY million)

	FY Mar.2008	FY Mar.2009	Diff.	YoY Change
Operating Profit	52,664	49,713	(2,951)	(5.6%)
Non-operating gain and loss	2,853	2,017	(835)	
Interest income	1,190	943	(247)	
Dividend income	1,253	1,043	(210)	
Other Income	2,655	625	(2,029)	
Gain on investment securities	2,655	372	(2,282)	
Other Expense	10,185	8,175	(2,010)	
loss on valuation of software	-	3,050	+3,050	
Loss on valuation of investment securities	618	3,758	+3,140	
Loss on valuation of stocks of subsidiaries and affiliates	-	876	+876	
Allowance for retirement benefits for employees	9,567	-	(9,567)	
Income taxes etc.	19,829	19,668	(161)	
Net Income	28,157	24,513	(3,644)	(12.9%)

Cash Flow

(Unit: JPY million)

	FY Mar.2008	FY Mar.2009	Diff.
Cash and cash equivalents at beginning of year	115,854	75,524	(40,329)
Operating activities	31,806	46,180	+14,374
Investing activities	(47,925)	(70,994)	(23,068)
(Except Cash management purpose)	(37,424)	(74,058)	(36,634)
Free Cash Flow	(16,119)	(24,813)	(8,694)
(Except Cash management purpose)	(5,617)	(27,877)	(22,259)
Financing activities	(23,537)	(22,414)	+1,122
(Purchase/Proceed from sales of treasury stock)	(14,176)	(11,797)	+2,379
Effect of exchange rate changes on Cash and cash equivalents	(672)	(68)	+604
Cash and cash equivalents at end of year	75,524	28,228	(47,296)

Order Backlog (Outstanding)

(Unit: JPY million)

	At end of Mar.2008	At end of Mar.2009	Diff.	YoY Change
Consulting Services	3,826	3,211	(615)	(16.1%)
System Development & System Application Sales	19,149	36,369	+17,220	+89.9%
System Management & Operation Services	120,223	136,440	+16,217	+13.5%
IT Solution Services	139,372	172,810	+33,437	+24.0%
Total	143,199	176,021	+32,822	+22.9%
Order backlog in the next FY	142,325	175,576	+33,251	+23.4%

* Amount of less than JPY million were rounded down.

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Keys to Consolidated Financial Results Forecasts for FY March 2010

- Securities sector will remain cautious on IT investment; Services to insurance sector and other sector will remain strong and NRI expects sales gains
 - Prospects for System Development & System Application Sales for securities sector are low.
 - In the insurance sector and other sector, large-scale new projects will get underway on a full scale and orders from existing clients would increase.
 - NRI will actively work to improve its business portfolio.
- Further emphasis on cost control initiatives and efforts to narrow profit declines
 - Costs will rise on employee gains and higher depreciation costs resulting from increased investments, but we will strive to narrow profit declines by improving productivity and optimizing subcontracting costs.
- Focus on preparations for medium and long term
 - We will continue to focus on activities creating the foundation for medium and long-term growth, such as software investment, R&D and employee education.
 - Marketing activities to bring in new clients will be reinforced.

Forecasts for FY March 2010

(Unit: JPY billion)

	FY Mar.2009 (Results)	FY Mar. 2010 (Forecasts)	Diff.	YoY Change
Sales	341.2	350.0	+8.7	+3%
Operating Profit	49.7	43.0	(6.7)	(14%)
Operating Profit Margin	14.6%	12.3%	(2.3P)	
Net Income	24.5	24.5	-	-
Earnings per share	¥125.54	¥125.95	+¥0.41	+0%
Dividends per share	¥52.00	¥52.00	-	-
Dividend Payout Ratio	41.3%	41.3%	-	

Forecasts by sector for FY March 2010

(Unit:JPY billion)

	FY Mar.2009 (Results)	Share	FY Mar.2010 (Forecasts)	Share	Diff.	YoY Change
Securities sector	132.4	39%	126.0	36%	(6.4)	(5%)
Insurance sector	50.1	15%	56.0	16%	+5.8	+12%
Banking sector	25.6	8%	28.0	8%	+2.3	+9%
Other financial sector	28.6	8%	29.0	8%	+0.3	+1%
Financial sector	236.9	70%	239.0	68%	+2.0	+1%
Distribution sector	42.9	13%	43.0	12%	+0.0	+0%
Other sector	61.4	17%	68.0	20%	+6.5	+11%
Total	341.2	100%	350.0	100%	+8.7	+3%

Forecasts by segment for FY March 2010

(Unit:JPY billion)

	FY Mar.2009 (Results)	Share	FY Mar.2010 (Forecasts)	Share	Diff.	YoY Change
Consulting Services	32.8	10%	32.0	9%	(0.8)	(3%)
System Development & System Application Sales	144.2	42%	136.0	39%	(8.2)	(6%)
System Management & Operation Services	148.9	44%	170.0	49%	+21.0	+14%
Product Sales	15.1	4%	12.0	3%	(3.1)	(21%)
IT Solution Services	308.4	90%	318.0	91%	+9.5	+3%
Total	341.2	100%	350.0	100%	+8.7	+3%

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Review of FY March 2009

Toward business expansion

1. Expand the top line in response to the shift of resources

2. Developing new clients:
Strengthen navigation and business consulting capabilities

3. Developing new businesses:
Businesses in Asia, infrastructure and health care businesses

Response to challenging business environment

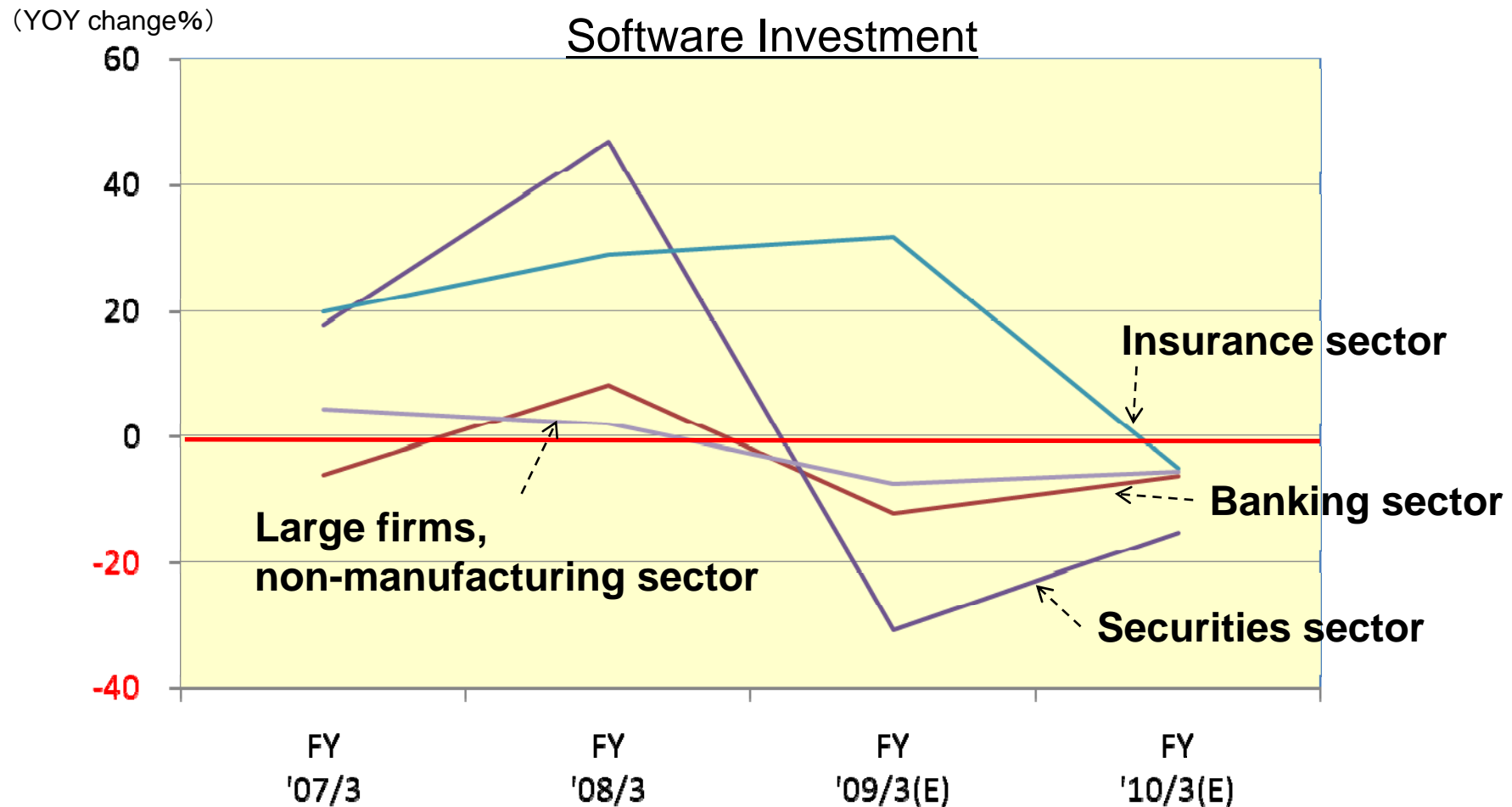
4. Revisions to cost structure
(Partners, SG&A)

5. Project supervision, quality enhancement

- ✓ Shifted from securities sector to insurance sector and other sector to achieve growth in non-securities industries
- ✓ Attracted large clients with company-wide RM activities
- ✓ Increased projects for Consulting Services
- ✓ Committee worked to achieve Vision 2015
- ✓ Development of ASP services such as Perma Document and Daybreak/PL
- ✓ Coordinated with Mitsubishi Corporation in system development business in China
- ✓ Established consulting base in Moscow
- ✓ Reinforced management to make subcontracting costs variable, and maintained margin for improvement
- ✓ Thorough project management
- ✓ Steady progress with 2nd Quality Doubling Three-year Plan
- ✓ Carried through with multiple releases of large-scale projects

Assessment of operating environment

- Although decline in software investment from securities sector will improve, such investment will decrease in almost all sectors over the previous year.



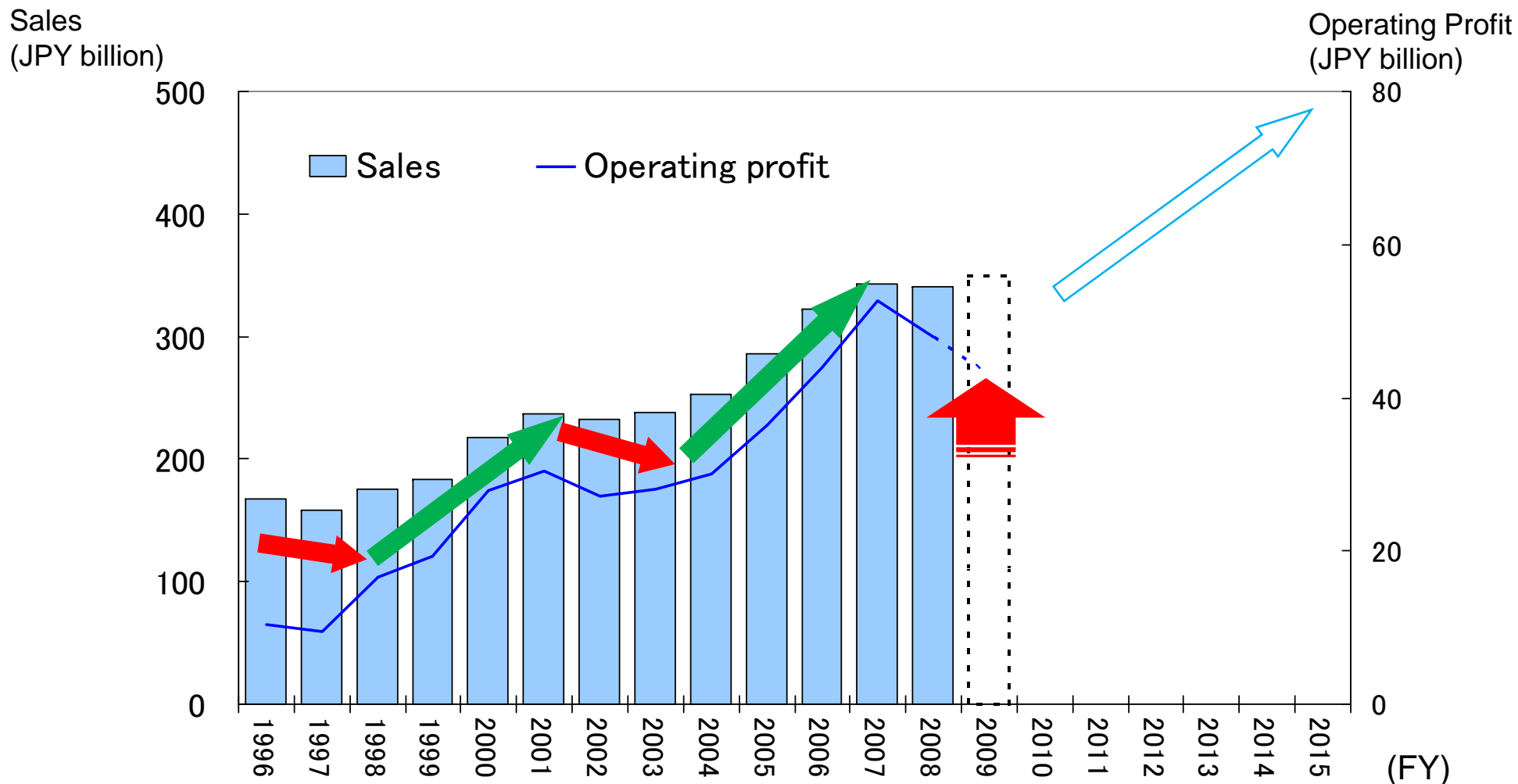
Source: BoJ Tankan Survey (March, 2009) based on survey given to companies

NRI's Response to Economic Fluctuations and Impact on Financial Results

	Strong economic period = Period of high returns	Economic depression =Preparation period
Developments at client companies	<ul style="list-style-type: none"> ■ Greater needs for IT investments ■ In-house IT assets are built up 	<ul style="list-style-type: none"> ■ All issues that are not urgent and essential are shut down ■ IT assets shifted outside company
NRI's response	<ul style="list-style-type: none"> ■ Concentrate human resources on existing clients ■ Slow client acquisition ■ Slow new business development 	<ul style="list-style-type: none"> ■ Human resources shifted to new large clients ■ NRI takes up more challenges in new areas ■ ASP (planning business) development
Impact on NRI's financial results	<ul style="list-style-type: none"> ■ Operating profit margin improves ■ Revenue from metered services expands ■ Greater reliance on existing clients 	<ul style="list-style-type: none"> ■ Operating profit margin temporarily declines ■ Software assets (ASP) built up ASP competitiveness and market share increase ■ Clients' portfolios are augmented

Economic fluctuations and current position

- NRI will put all of its efforts toward shrinking the current profit decline and also continue its preparations for medium and long-term growth.



Priority measures for FY March 2010

Efforts aimed at business expansion

1. Maintaining and expanding top line:

Accurately identifying client needs and bringing in project orders

Maintaining productivity through efficient allocation of resources

Adapting to current harsh business environment

2. Cost optimization:

Making subcontracting costs variable and optimizing SG&A expenses

3. Improving quality, raising productivity and reducing breakdowns

Efforts aimed at medium- and long-term growth

4. Software investment, personnel hiring and training

Sustainable growth

Preparation for the medium and long term

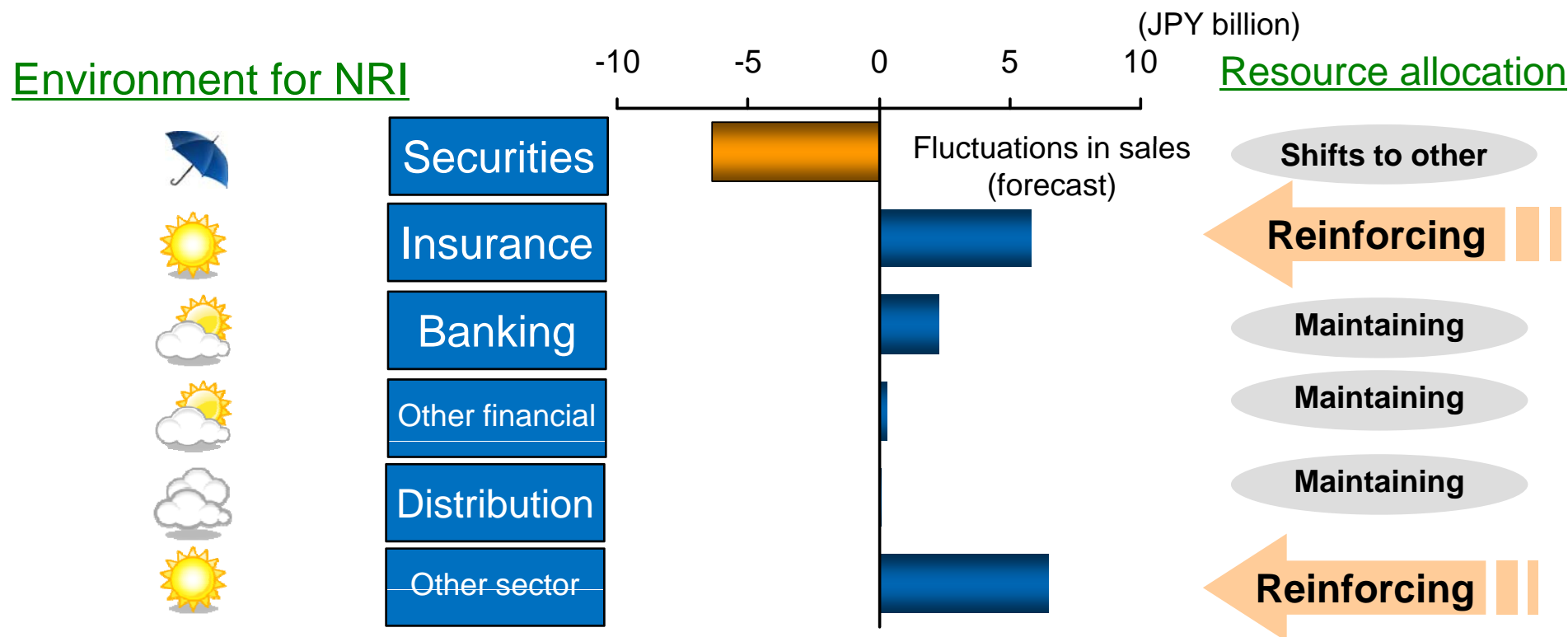


1. Maintaining and Expanding Top Line

➤ Reinforce sectors with growth potential and maintain overall sales

- Growth in insurance sector and other sector will cover lower sales in securities sector
- Carry over progress in shifting resources from previous fiscal year

FY3/10 top line forecasts and resource allocation



1. Maintaining and expanding top line:

Main policies in each sector

➤ Addressing vital needs of individual companies and industries and identifying new demand

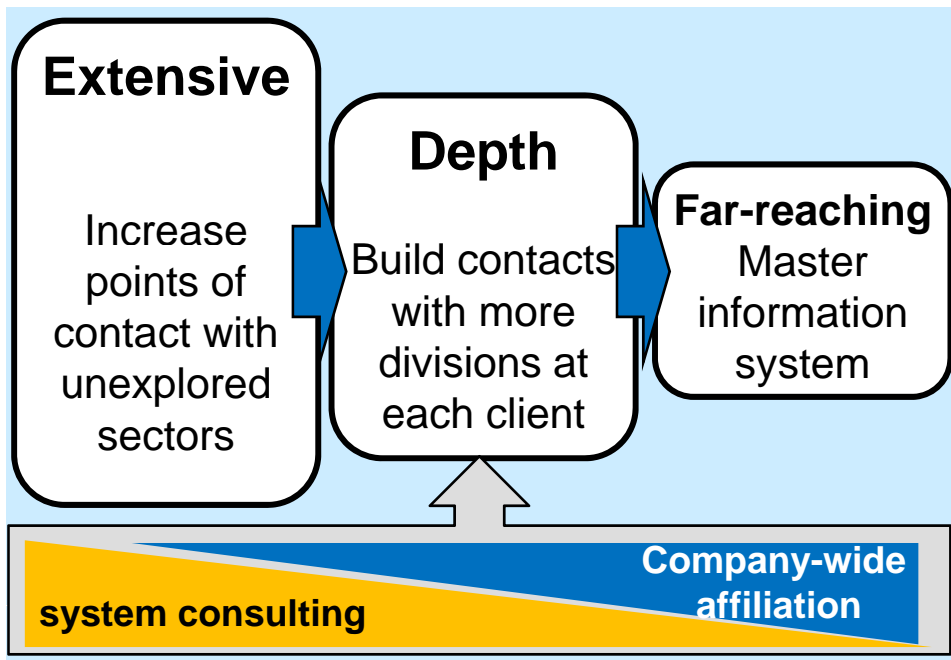
Securities	<ul style="list-style-type: none">▪ Reinforce partnerships with major clients▪ Meet needs for standardization, greater efficiency and servicization resulting from changes in client environment
Insurance	<ul style="list-style-type: none">▪ Expand business for existing major clients through efforts to improve operation quality▪ Proactive response to industry reorganization
Banking	<ul style="list-style-type: none">▪ Reinforce existing banking-related business (OTC sales of investment trusts, Internet banking, etc.)▪ Enhance NRI presence and develop solutions by reinforcing navigations
Other financial	<ul style="list-style-type: none">▪ Expand new businesses such as China BPO business▪ Use ASP service as springboard for expanding foundation for credit card and non-bank clients with ASP service
Distribution	<ul style="list-style-type: none">▪ Acquire reliable investment demand from clients (overseas expansion, replacement of obsolete equipment, etc.)
Other sector	<ul style="list-style-type: none">▪ Reinforce supply chain and meet needs to rebuild core systems

1. Maintaining and Expanding Top Line: Attracting new clients

➤ Expanding new client base with cross-functional marketing

- Prime account strategy: Augmenting initial approach to clients, centered on system consulting
- Marketing strategy meeting: Reviewing optimal strategic marketing for industry (client) in cross-functional organization

Prime account approach



Example of marketing strategy meeting



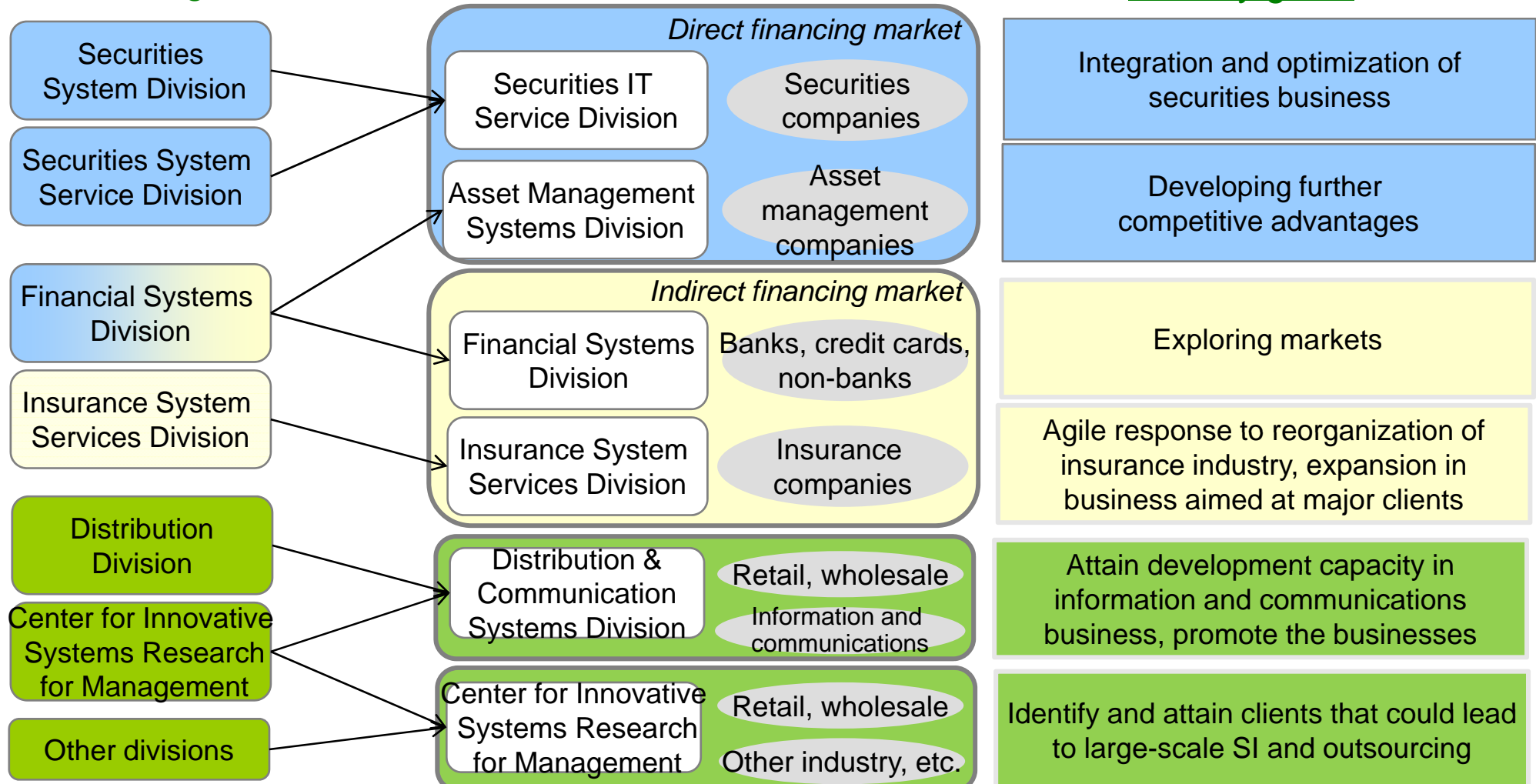
1. Maintaining and Expanding Top Line: New organization and system

➤ Organizational design and resource allocation adapted to changes in business portfolio

Former organization

New organization (partial)

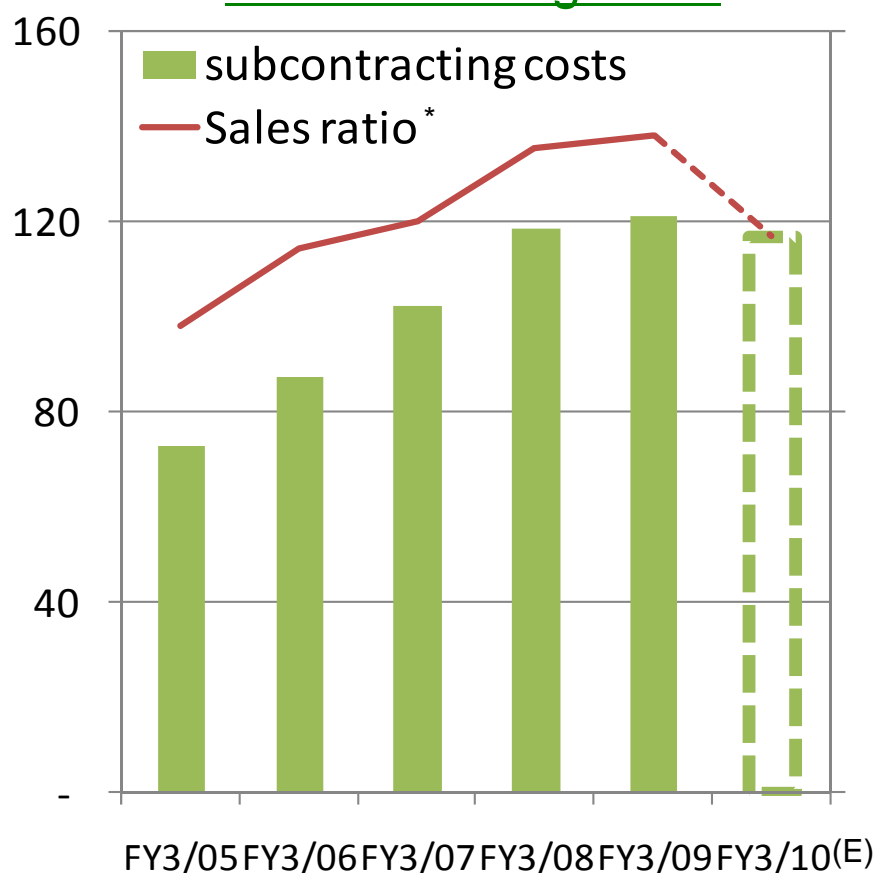
Primary goals



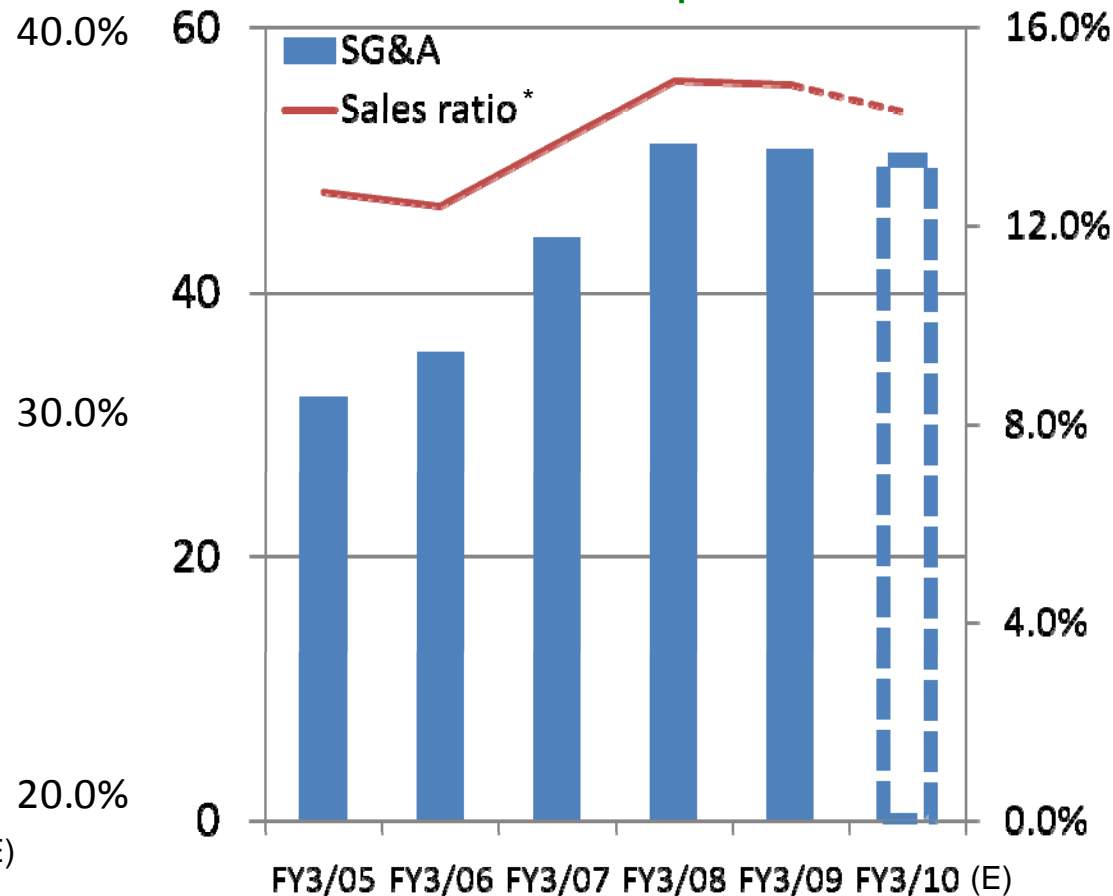
2. Cost optimization

- Further progress in making subcontracting costs variable and optimizing SG&A expenses

(JPY billion) Subcontracting costs



(JPY billion) SG&A expenses



2. Cost optimization (2)

- Establish and promote project teams as part of company-wide campaign; follow PDCA cycle

Examples of making subcontracting costs variable

- Early input, early launch
- Review of roles for employees and partners
- Share best practices (knowledge) and support resource management within teams

Share partner personnel
Improve accuracy of cost estimates
Shift offshore (China)
...etc.

Examples of optimization of SG&A expenses

- Eradication of waste in management and indirect operations
- Optimization of capacity operating rate
- Innovations to improve efficiency of expenses

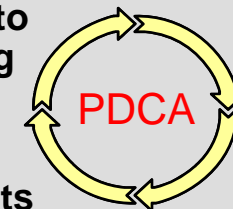


Internal system to make accounting information transparent

Each division puts measures into practice

Identification of problems

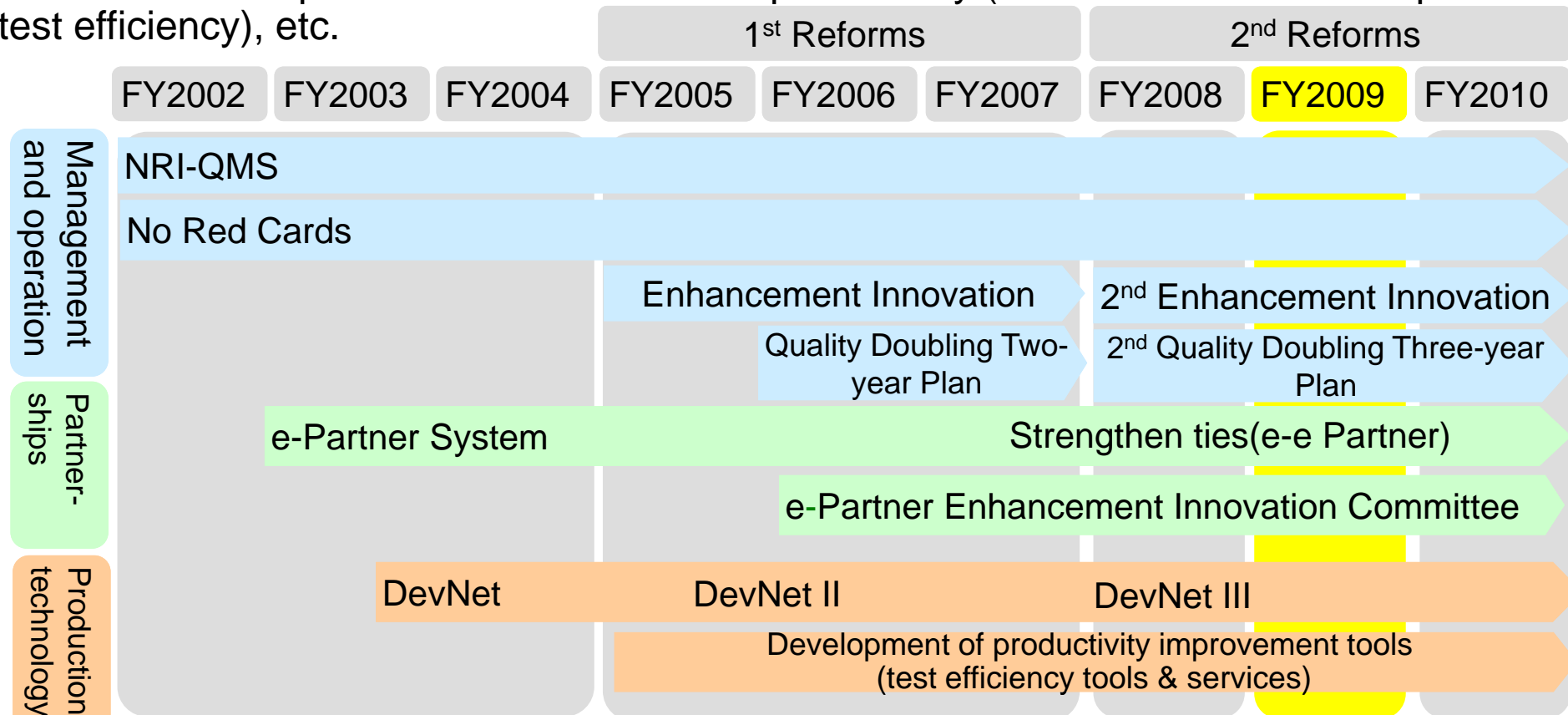
Management divisions devises countermeasures



3. Quality and productivity improvement, Cut the number of problems

➤ Reach major milestones in multiple large projects in new fields;
reinforce project monitoring

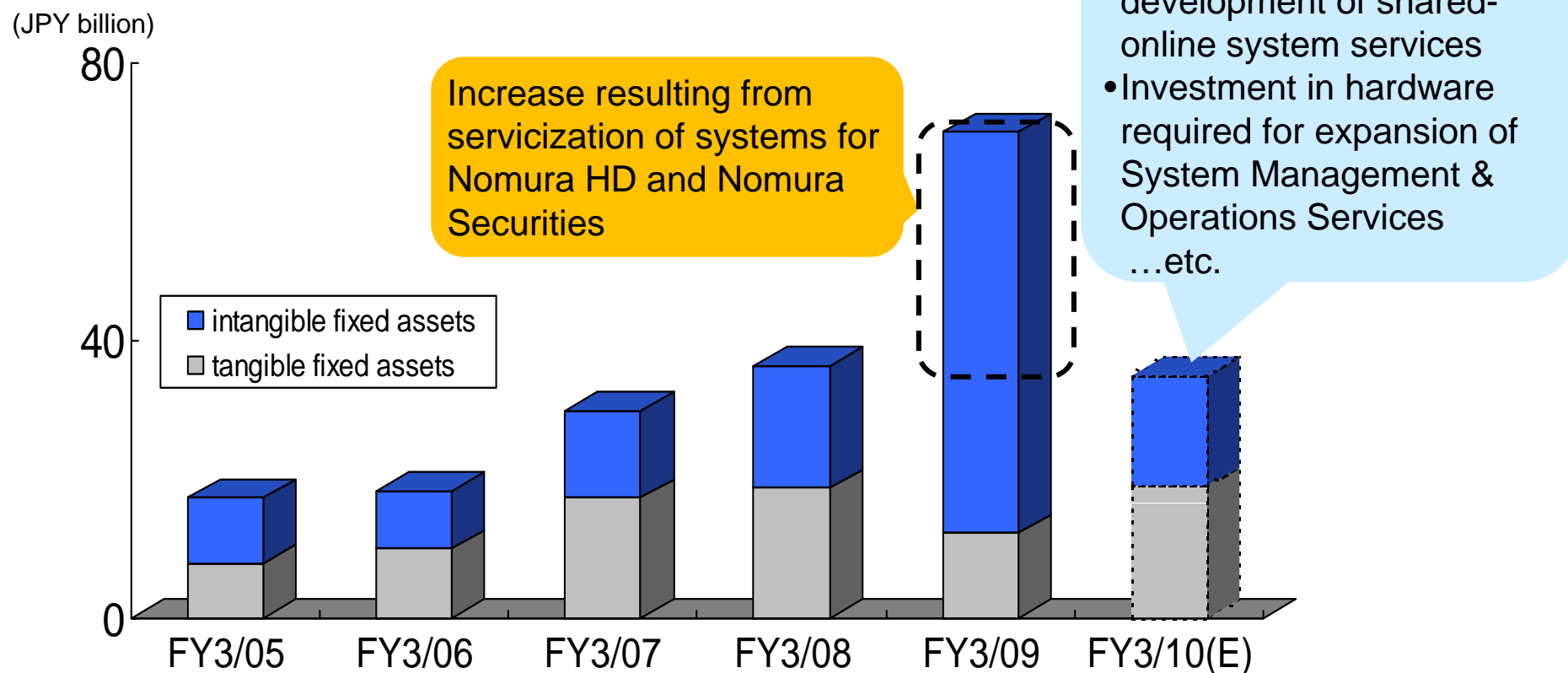
- 2nd Quality Doubling Three-year Plan began in FY08, with steady progress toward achieving target of cutting malfunctions in half in three years
- Full-scale development of tools to enhance productivity (tools and services to improve test efficiency), etc.



4. Investments for medium- and long-term growth: Software investment

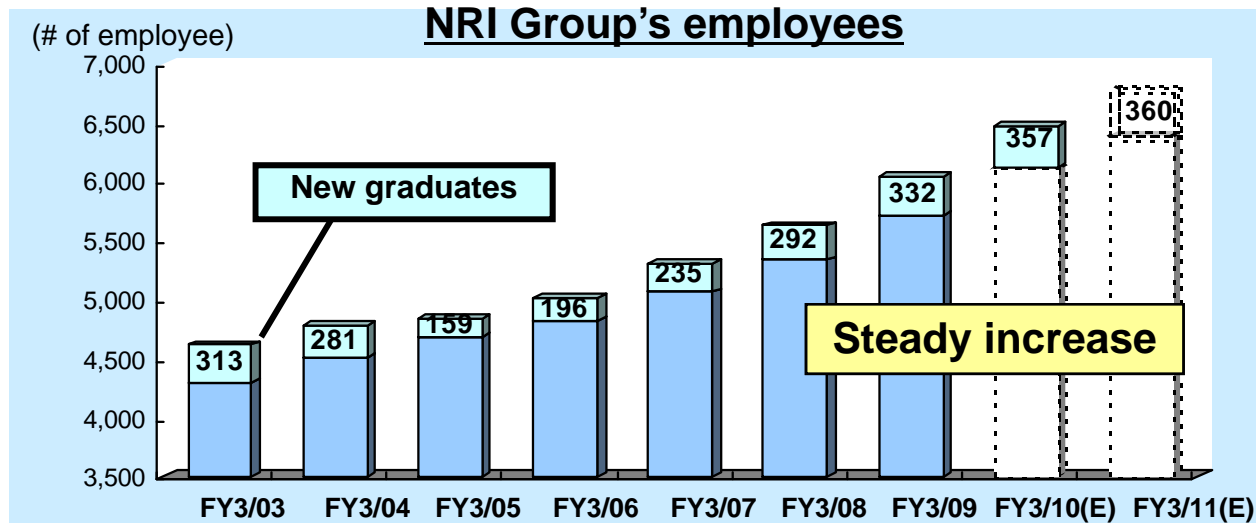
- Continue investments in shared-online systems and prepare for future economic improvement

Trends in capital investment



4. Investments for medium- and long-term growth: Personnel hiring and training

➤ Continue hiring employees and bolster training for future growth

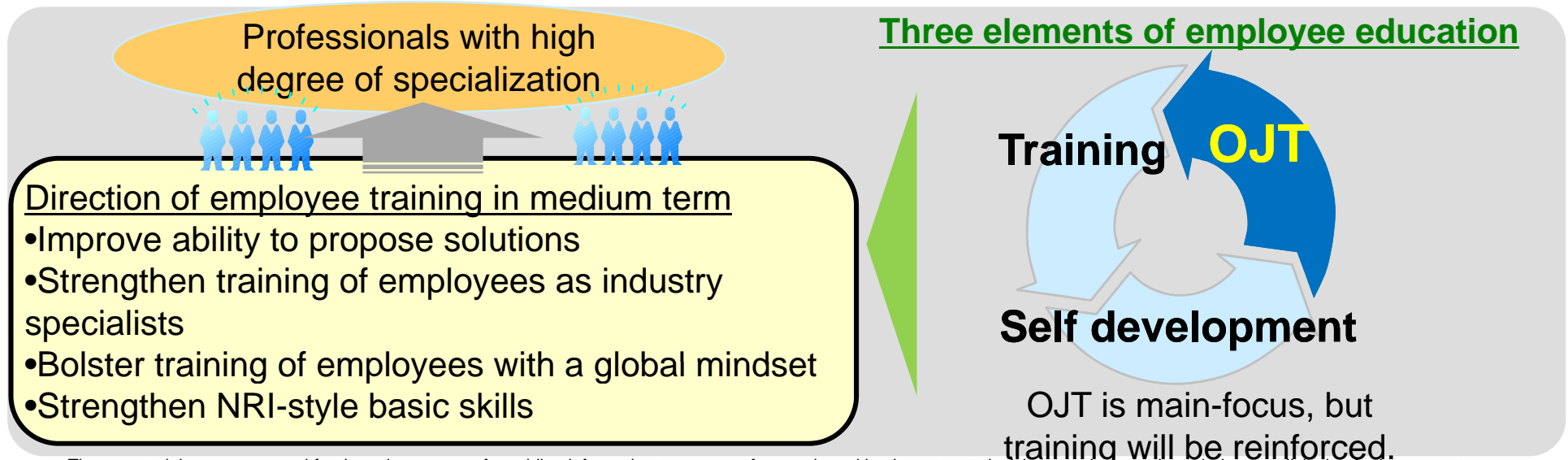


- Management Consultant
- Systems Consultant
- Application Engineer
- Technical Engineer
- Infrastructure Engineer ...etc.

Personnel:
App. 6,000

(IT engineers are app. 4,000)

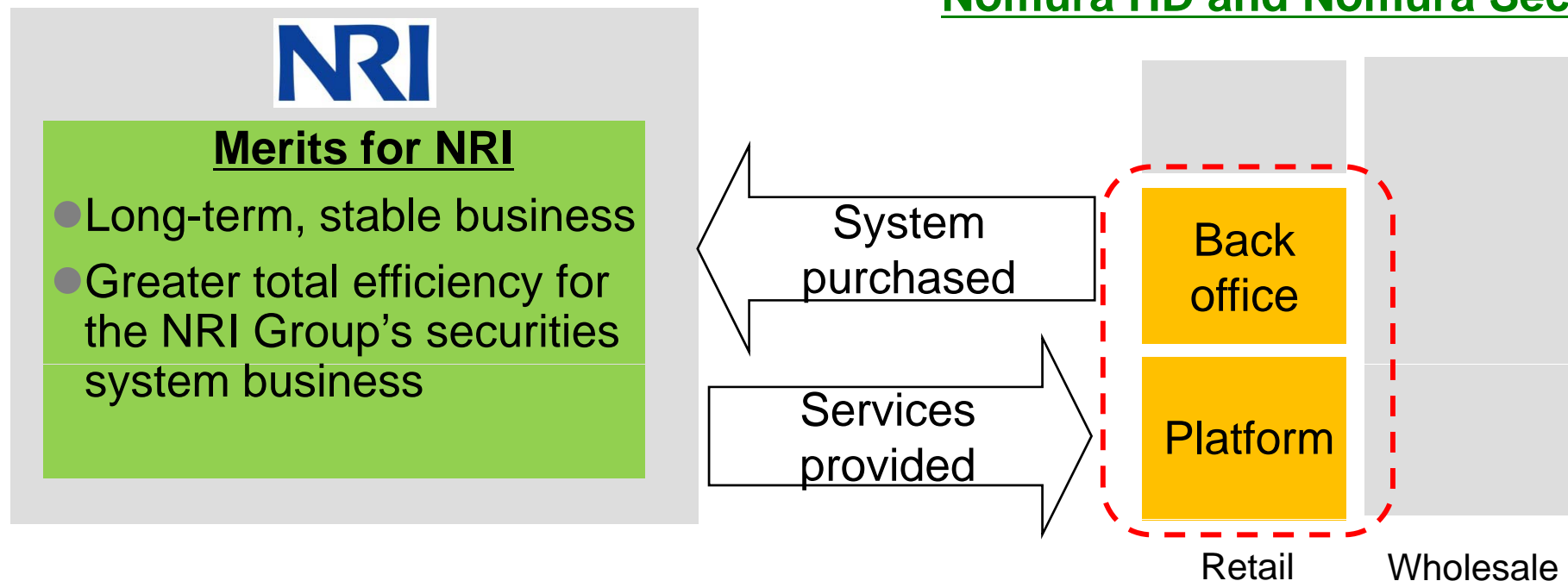
(note) as of March. 2009



Strengthening relationships with key clients: IT assets shift outside company for services

- NRI will buy part of Nomura HD and Nomura Securities' back-office IT systems (hardware and software) used for account management, account adjustment, settlement and other operations in the backbone system for domestic securities retail operations for about 40 billion yen, and provide Nomura Securities with maintenance and operation services.

Nomura HD and Nomura Securities



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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.

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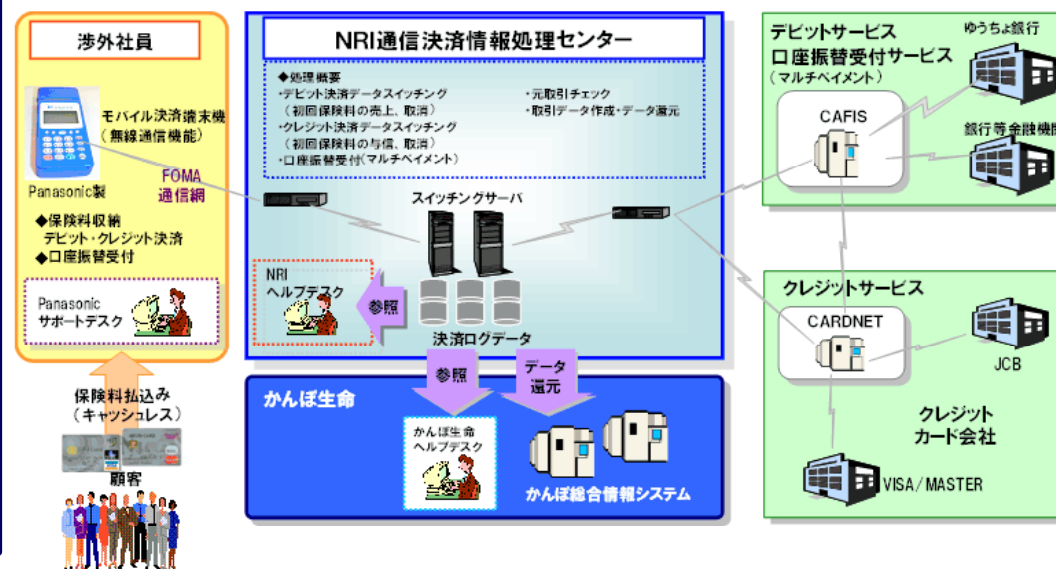
References

- 1. Recent Activities**
- 2. Projects**
- 3. Others**

Recent Activities

Cashless system for Japan Post Insurance

- NRI built a system for Japan Post Insurance for cashless payment of insurance premiums. Customers can pay insurance premiums using their credit cards at mobile terminals available from post office employees and Japan Post Insurance employees nationwide.
- This system was built on Bizmart Clip, a multi-purpose service for credit card settlement via mobile terminals and the Internet.
- In addition to developing this system, NRI will run the data center that processes the settlement information.



Nikkei Business Daily, March 3, 2009

Recent Activities

New BPO company established

- NRI established a new company, NRI BPO Services, Ltd., in a joint venture with InfoDeliver, a BPO (business process outsourcing) services company. NRI has a 51% equity stake.
- The new company will focus primarily on BPO-related services for financial institutions in Japan, to be outsourced to companies in China in the near term.
- The company is targeting sales of about 2 billion yen in 2012.

Nikkei Business Daily, March 27, 2009

Recent Activities

Support measuring market value of complex financial instruments

- On March 2, NRI launched a consulting service to aid financial institutions and institutional investors in assessing the fair market value of complex financial instruments such as securities, structured bonds, and exotic derivatives (particularly complex derivative products).
- NRI's quantitative analysts serve as a third party in calculating the theoretical price and prices in various scenarios. This enables the financial institution to compare this price with the market price offered by the securities company and determine the validity of the market value of its asset holdings.
- The fee for this consulting service ranges from some 10,000 to 100,000 yen per issue for each assessment. NRI will consider adding a data service in the future.

Nikkei Shimbun, March 3, 2009

Recent Activities

Development of portal site using OSS

- NRI has announced the development of OpenStandia/Portal on System x/Blade Center, a solution for internal portal development. This program, which is intended to reduce small and medium-sized companies' IT costs, cuts development costs to about 1/3 of the cost of using commercial software.
- By combining NRI's OSS package and IBM's server products, NRI provides both development and maintenance services.
- NRI aims to introduce this solution to 50 small and medium-sized companies in the next three years.

Nikkei Business Daily, February 25, 2009

System supporting revisions to contractual terms

- ## **System supporting revisions to contractual terms**
- **NRI has developed a system supporting the preparation of documents with revised contractual terms and conditions. This will improve the efficiency and reduce the work involved in revising contractual terms and conditions—an issue for life insurance companies since Japan's Insurance Law was revised.**
 - **A table compares the contractual terms before the change to those after the change on a single sheet. This system also automatically generates an approved application and master contract .**
 - **Sales were launched on February 2.**

Hoken Mainichi Shimbun,
January 30, 2009



Recent Activities

Contents protection solution

- NRI developed Web Contents Protector and Web Browser Protector as content protection solutions for preventing internal leaks of confidential information.
- This service has already been adopted by financial institutions such as banks, securities companies and life and non-life insurance companies, as well as manufacturers, and is used to reinforce management of client information, protect intellectual assets, and prevent leaks of corporate secrets from e-learning programs used in training.

Hoken Mainichi Shimbun,
April 9, 2009

野村総合研究所

コンテンツ保護ソリューション開発

個人情報や企業情報の流出をデータレベルで保護

野村総合研究所（以下NRI）では、企業内の機密漏えいを防ぐべく、ウェブ・ブラウザ・プロテクタ（Web・Browser Protector）を開発。一部関係先で既に導入の動きが出ている。わが国では2005年に個人情報保護法が本格施行され、これを機会企業ではセキュリティ対策への意識が高まっている。が、一方でウェブを介した情報漏えいやセキュリティの被害は増え、漏えいの規模も大きくなっている。膨大な個人情報や文書データを扱う企業では、代理店や外務員がPCを持ち歩く機会も多く、漏えいすると大きな社会問題に発展する可能性もある。

中、PCの置き忘れなど、管理面では新しいリスクが出てくる。これに対し、NRIは「これらを防ぐには、まず、個人や企業の情報、その中でも特に重要な情報、例えば、顧客情報、営業情報、開発情報、など、をデータレベルで保護する必要がある」と考えている。NRIが開発したWeb・Browser Protectorは、ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。

南（右）氏と関氏

野村総合研究所の南（右）氏と関氏は、ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。ウェブ・ブラウザの動作を監視し、不正なアクセスやデータの流出を防ぐ。

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Recent Activities

Study group on monetary policy and regulations

- NRI initiated the Financial Markets Panel, a study group for discussing monetary policy and regulations made up of influential individuals such as researchers and business people.
- This group will share the most up-to-date information on market trends, while debating optimal policies for the financial market and communicating the outcome to a wide range of people involved with financial markets both domestically and internationally.
- At its first meeting in March, the study group discussed unconventional monetary policy such as quantitative easing.

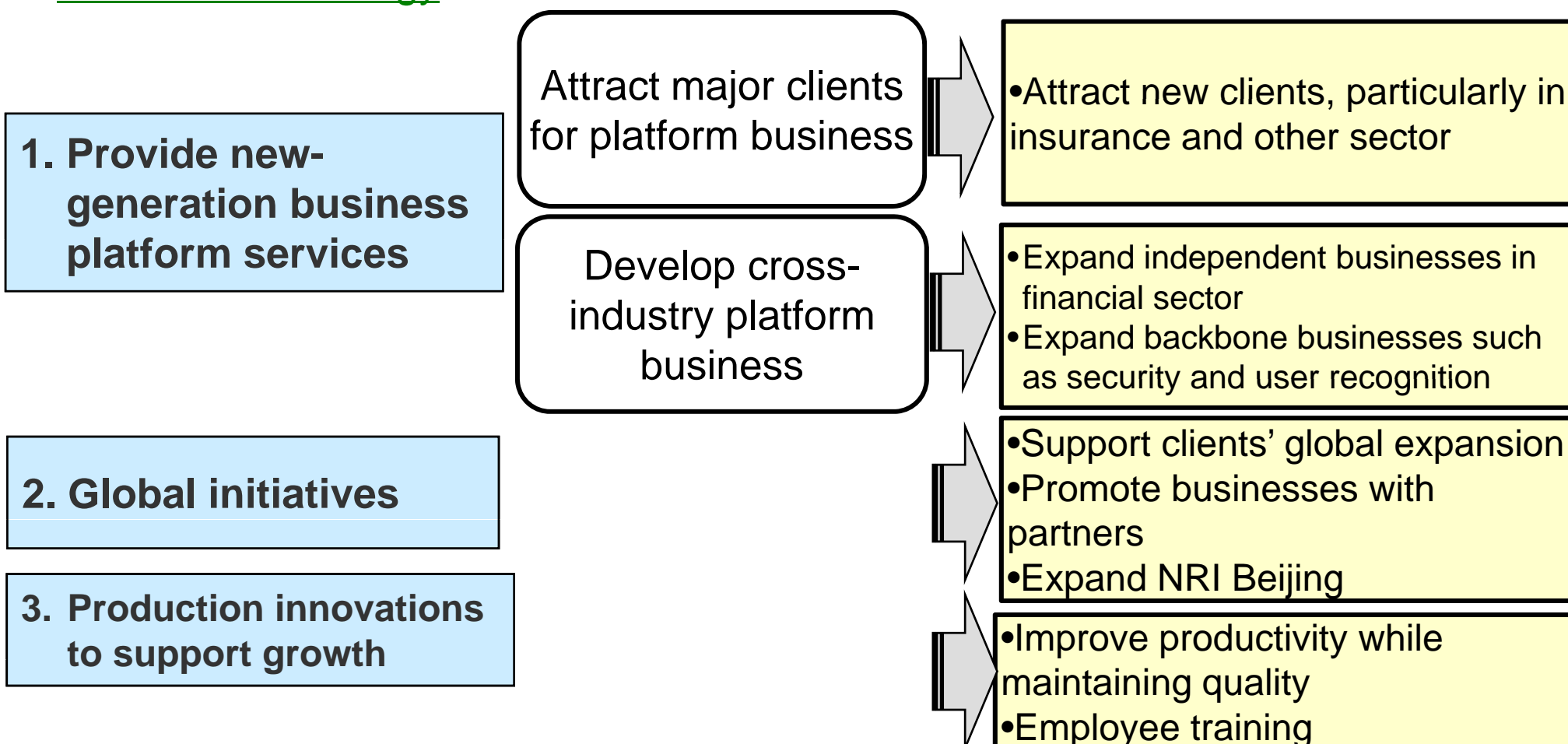
Nikkei Shimbun, April 16, 2009

Progress with Vision 2015

➤ Downturn as chance to prepare for future growth

Vision 2015 Strategy

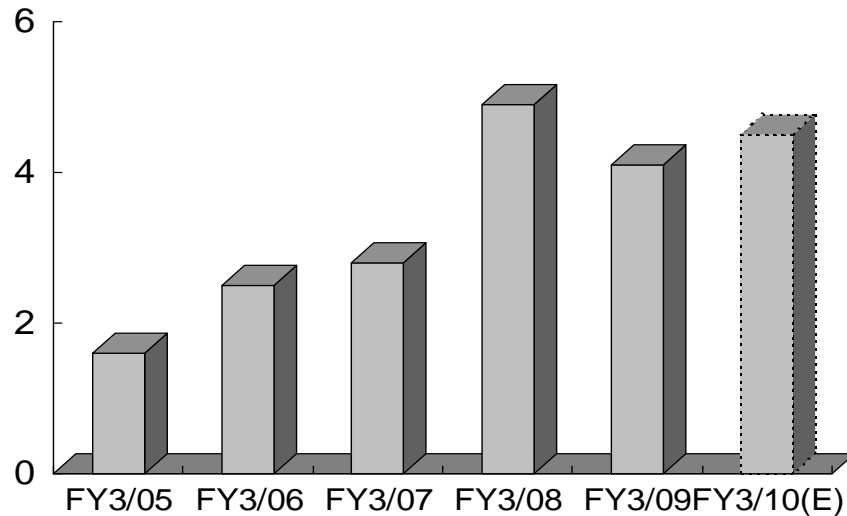
Priority measures in run-up to 2011



Research and development

➤ Focus on growth areas and continue with R&D

(JPY billion)



Some of this fiscal year's R&D themes

- Trading risk management
- IT solutions for Asia and China's capital markets
- Information and communications solutions
- Core technology study (virtual technology, etc.)
- Research into production management, and test support methods
- Studies and research for navigation in different fields
- ...etc.

Short term(1–2 years)

Medium and long term 3 years –

**Divisions
(On-site) R&D**

Business-related R&D

Financial, non-financial, China, etc.

Technological R&D

Pure research Prediction of the future (social navigation)

New business center in Yokohama

➤ NRI will establish new base in Yokohama in February 2010 to lock in space for expansion accompanying medium- to long-term growth

Objective

- New base will be part of efforts to build new office infrastructure to accommodate NRI's business expansion in line with its long-term business plan, Vision 2015.



NRI's main offices

Expansion to five centers:

- Marunouchi Center
- Kiba Center
- Yokohama Center
- Yokohama Minato Center
- Osaka Center

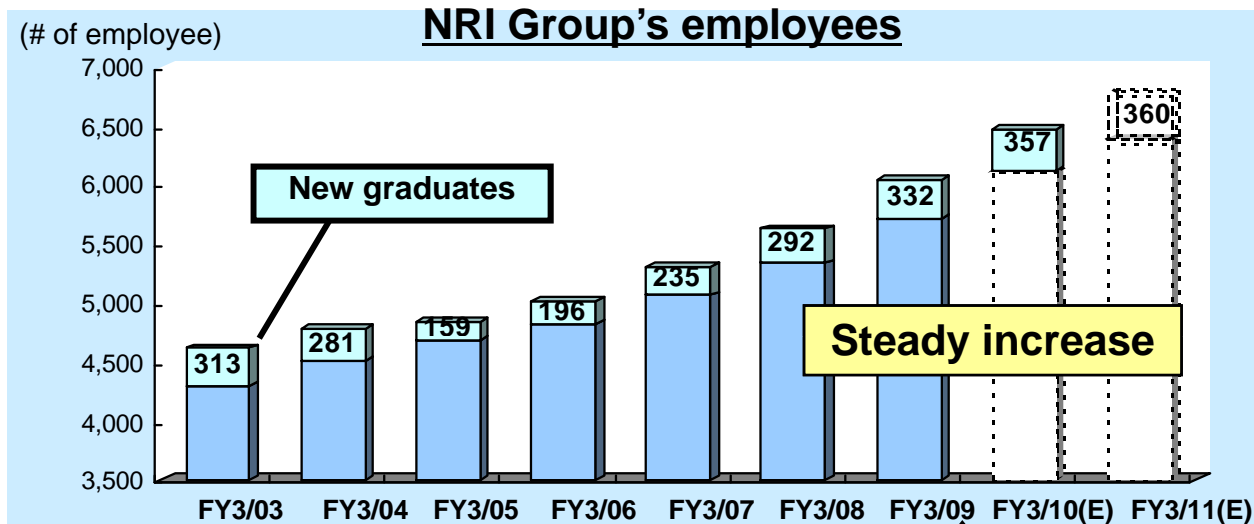


Overview of Yokohama Minato Center

- Building to be used: Yokohama Daiya Building (to be completed in Dec. 2009), Floors 10-30
- Area: 31,982m²
- Opening date: February 2010
- Operations: Primarily financial and insurance systems



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



- Management Consultant
- Systems Consultant
- Application Engineer
- Technical Engineer
- Infrastructure Engineer ...etc.

Personnel:
App. 6,000

(IT engineers are app. 4,000)



Partner Companies in Japan

- Develop e-Partner system
- Utilize DevNet
- Strengthen relations with management of partnering companies ---etc.



Personnel:
App. 7,500

(note) as of March, 2009

Example of a project



NISSAY

Nippon Life Insurance Company

Development of cashless settlement system
for receipt of insurance premiums

Others - Supplementary explanation

■ FY March 2010 Consolidated Earnings Model

- Sales of JPY350.0 billion and operating profit of JPY43.0 billion

(Unit:JPY billion)

	FY Mar. 2008 (Results)	FY Mar. 2009 (Results)	FY Mar. 2010 (Forecasts)*	YoY	
				Difference	Change
Sales	342.2	341.2	350.0	+8.7	+3%
Cost of Sales	238.5	240.8	257.0	+16.1	+7%
Personnel	52.8	54.3	60.0	+5.6	+10%
Subcontracting Costs	118.5	121.4	117.0	(4.4)	(4%)
Depreciation	15.2	19.7	35.0	+15.2	+77%
Gross Profit	103.7	100.4	93.0	(7.4)	(7%)
Gross Profit Margin	30.3%	29.4%	26.6%	(2.9P)	
SG&A	51.0	50.7	50.0	(0.7)	(1%)
Operating Profit	52.6	49.7	43.0	(6.7)	(14%)
Operating Profit Margin	15.4%	14.6%	12.3%	(2.3P)	

Note: Figures are consolidated estimates for preparing this earnings model.

Others - Branding Activities

TV



Presented on “Bloomberg Voice,” broadcast on March 12, 2009

Forum



May 2, 2009, Media Forum

Consultant presented the medium- to long-term outlook and issues after the financial crisis in industrial circles

Publications



Books published since February 2009

Books published in FY March 2009
(one example)