
Financial Results

for the year ended 31st March, 2007

and Financial Results Forecast for the year ending 31st March, 2008

April 26, 2007

Akihisa Fujinuma,
President, CEO&COO

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Highlights of Consolidated Results

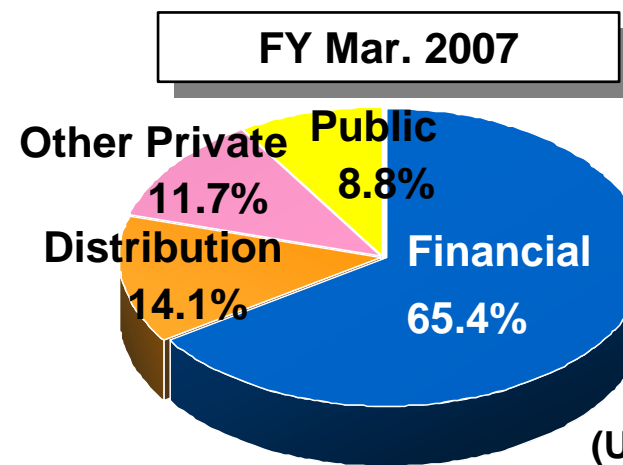
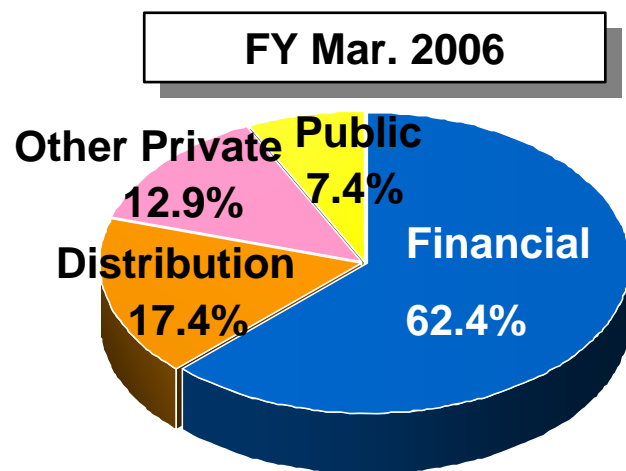
■ Year on Year

(Unit: JPY million)

	FY Mar.2006	FY Mar.2007	Difference	YoY Change
Sales	285,585	322,531	+36,946	+12.9%
Operating Profit	36,469	43,897	+7,427	+20.4%
Operating Profit Margin	12.8%	13.6%	+0.8P	
Net Income	22,518	27,019	+4,500	+20.0%
Earnings per share	JPY519.72	JPY664.77	+JPY145.05	+27.9%
Dividends per share	JPY140	JPY180	+JPY40	

* Amount of less than JPY million were rounded down.

Sales by sector



(Unit:JPY million)

	FY Mar.2006	Share	FY Mar.2007	Share	Diff.	YoY Change
Financial	178,168	62.4%	210,997	65.4%	+32,828	+18.4%
Distribution	49,681	17.4%	45,637	14.1%	(4,044)	(8.1%)
Other Private	36,720	12.9%	37,611	11.7%	+891	+2.4%
Public	21,014	7.4%	28,285	8.8%	+7,270	+34.6%
Total	285,585	100.0%	322,531	100.0%	+36,946	+12.9%
Nomura Holdings	88,725	31.1%	106,290	33.0%	+17,565	+19.8%
Seven & i Holdings	34,907	12.2%	36,195	11.2%	+1,287	+3.7%

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

* Amount of less than JPY million were rounded down.

Sales by segment

(Unit: JPY million)

	FY Mar.2006	Share	FY Mar. 2007	Share	Diff.	YoY Change
Consulting Services	26,293	9.2%	29,870	9.3%	+3,577	+13.6%
System Development & System Application Sales	111,776	39.1%	135,702	42.1%	+23,925	+21.4%
System Management & Operation Services	116,559	40.8%	126,596	39.3%	+10,036	+8.6%
Product Sales	30,956	10.8%	30,363	9.4%	(593)	(1.9%)
IT Solution Services	259,292	90.8%	292,661	90.7%	+33,369	+12.9%
Total	285,585	100.0%	322,531	100.0%	+36,946	+12.9%

Note: Change to new segment from financial results for 1H FY Mar. 2007.

* Amount of less than JPY million were rounded down.

P/L Highlight

	FY Mar.2006	FY Mar.2007	Diff.	(Unit: JPY million) YoY Change
Sales	285,585	322,531	+36,946	+12.9%
Cost of Sales	213,706	234,578	+20,871	+9.8%
Subcontracting Cost	87,335	102,324	+14,988	+17.2%
Gross Profit	71,878	87,953	+16,074	+22.4%
Gross Profit Margin	25.2%	27.3%	+2.1P	
SG&A	35,409	44,055	+8,646	+24.4%
Operating Profit	36,469	43,897	+7,427	+20.4%
Operating Profit Margin	12.8%	13.6%	+0.8P	
Non-operating gain and loss	1,783	2,202	+419	
Dividend income	540	1,018	+477	

* Amount of less than JPY million were rounded down.

P/L Highlight continued

(Unit: JPY million)

	FY Mar.2006	FY Mar.2007	Diff.	YoY Change
Operating Profit	36,469	43,897	+7,427	+20.4%
Other Income	724	2,081	+1,357	
Gain on investment securities	724	2,081	+1,357	
Other Expense	1,441	1,436	(4)	
Loss on property and equipment	145	-	(145)	
Loss on devaluation of investment securities	1,198	7	(1,190)	
Office relocation cost	-	1,429	+1,429	
Income taxes etc.	15,017	19,725	+4,707	
Net Income	22,518	27,019	+4,500	+20.0%

* Amount of less than JPY million were rounded down.

Comparison to Forecasts

(Unit: JPY billion)

(Financial Results Highlight)	FY Mar.2006	FY Mar.2007			
	Results	Forecasts (Apr.27,2006)	YoY Change	Results	YoY Change
Sales	285.5	290.0	+1.5%	322.5	+12.9%
Operating Profit	36.4	37.0	+1.5%	43.8	+20.4%
Operating Profit Margin	12.8%	12.8%	-	13.6%	-
Net Income	22.5	23.0	+2.1%	27.0	+20.0%
(Unit: JPY billion)					
(Sales by segment)	Results	Forecasts (Apr.27,2006)	YoY Change	Results	YoY Change
Consulting Services	26.2	27.0	+2.7%	29.8	+13.6%
System Development & System Application Sales	111.7	123.0	+10.0%	135.7	+21.4%
System Management & Operation Services	116.5	120.0	+3.0%	126.5	+8.6%
Product Sales	30.9	20.0	(35.4%)	30.3	(1.9%)
IT Solution Services	259.2	263.0	+1.4%	292.6	+12.9%
Total	285.5	290.0	+1.5%	322.5	+12.9%

* Amount of less than JPY million were rounded down.

Cash Flow

(Unit: JPY million)

	FY Mar.2006	FY Mar.2007	Diff.
Cash and cash equivalents at beginning of year	38,677	50,752	+12,075
Operating activities	48,875	39,583	(9,292)
Investing activities	17,853	(18,578)	(36,432)
(Cash management purpose Investment (A))	44,056	8,520	(35,536)
Free Cash Flow	66,729	21,004	(45,724)
(except (A))	22,672	12,484	(10,188)
Financing activities	(54,828)	44,040	+98,868
(Issuance of Convertible bond)	-	50,000	+50,000
(Purchase/Proceed from sales of treasury stock)	(48,147)	776	+48,924
Effect of exchange rate changes on cash and cash equivalents	174	56	(117)
Cash and cash equivalents at end of year	50,752	115,854	+65,101

* Amount of less than JPY million were rounded down.

Order Backlog (Outstanding)

(Unit: JPY million)

	At end of Mar.2006	At end of Mar.2007	Diff.	YoY Change
Consulting Services	3,290	3,054	(236)	(7.2%)
System Development & System Application Sales	22,809	22,428	(380)	(1.7%)
System Management & Operation Services	104,908	109,647	+4,738	+4.5%
Product Sales	1,021	-	(1,021)	-
IT Solution Services	128,739	132,075	+3,335	+2.6%
Total	132,030	135,129	+3,098	+2.3%

* Amount of less than JPY million were rounded down.

1. Financial Results for FY March 2007

2. Financial Results Forecast for FY March 2008

3. Priority Measures of FY March 2008

Forecasts for FY March 2008

(Unit: JPY billion)

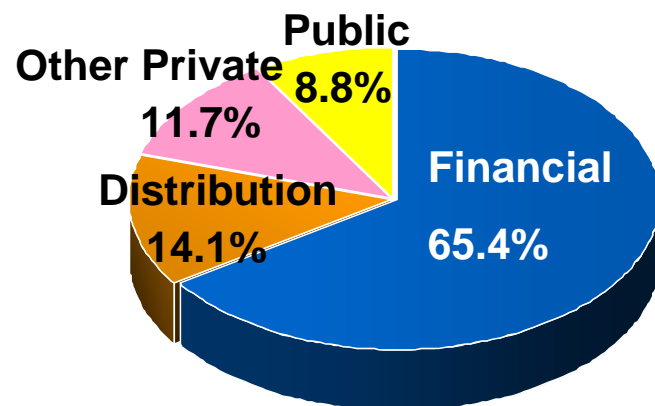
	FY Mar.2007 (Results)	FY Mar. 2008 (Forecasts as of April 26)	Diff.	YoY Change
Sales	322.5	335.0	+12.4	+3.9%
Operating Profit	43.8	46.0	+2.1	+4.8%
Operating Profit Margin	13.6%	13.7%	+0.1P	
Net Income	27.0	28.5	+1.4	+5.5%
Earnings per share	JPY132.95 <small>Note</small>	JPY140.02	+JPY7.07	+5.3%
Dividends per share	JPY36 <small>Note</small>	JPY40	+JPY4	+11.1%
Payout Ratio	27.1%	28.6%	+1.5P	

Note) EPS and DPS of FY March 2007 are calculated retroactively by stock split(1:5).

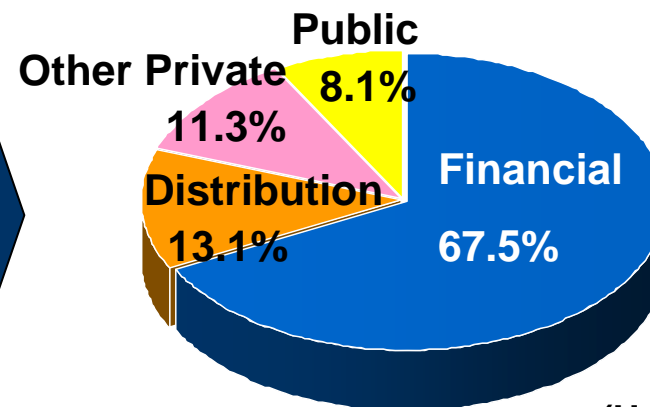
* Amount of less than JPY million were rounded down.

Sales forecasts by sector

FY Mar.2007(Results)



FY Mar.2008(Forecasts)



(Unit: JPY billion)

	FY Mar.2007 (Results)	Share	FY Mar.2008 (Forecasts)	Share	Diff.	YoY Change
Financial	210.9	65.4%	226.0	67.5%	+15.0	+7.1%
Distribution	45.6	14.1%	44.0	13.1%	(1.6)	(3.6%)
Other Private	37.6	11.7%	38.0	11.3%	+0.3	+1.0%
Public	28.2	8.8%	27.0	8.1%	(1.2)	(4.5%)
Total	322.5	100.0%	335.0	100.0%	+12.4	+3.9%

* Amount of less than JPY million were rounded down.

Sales Forecasts by segment

(Unit: JPY billion)

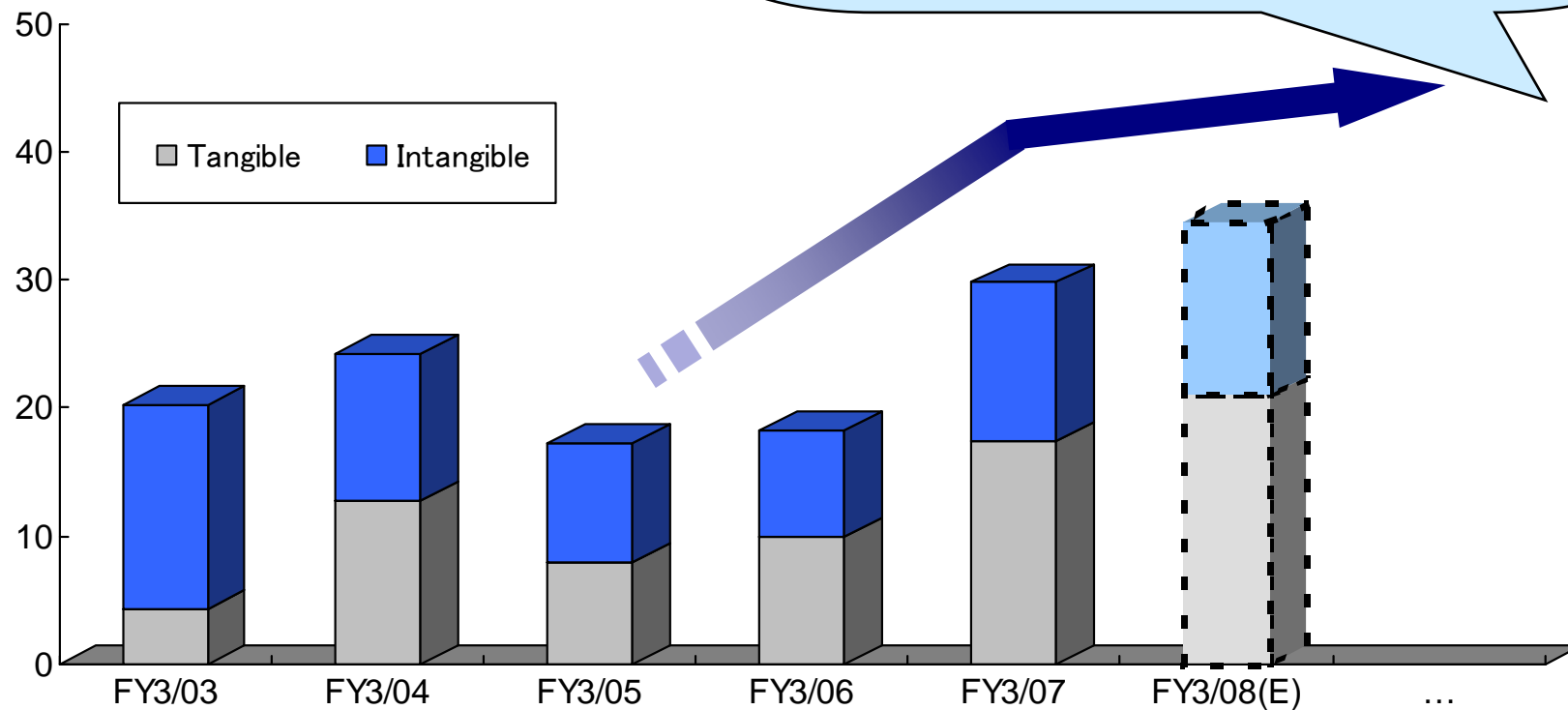
	FY Mar.2007 (Results)	Share	FY Mar.2008 (Forecasts)	Share	Diff.	YoY Change
Consulting Services	29.8	9.3%	32.0	9.6%	+2.1	+7.1%
System Development & System Application Sales	135.7	42.1%	142.0	42.4%	+6.2	+4.6%
System Management & Operation Services	126.5	39.3%	133.0	39.7%	+6.4	+5.1%
Product Sales	30.3	9.4%	28.0	8.4%	(2.3)	(7.8%)
IT Solution Services	292.6	90.7%	303.0	90.4%	+10.3	+3.5%
Total	322.5	100.0%	335.0	100.0%	+12.4	+3.9%

* Amount of less than JPY million were rounded down.

Capital Investment Objectives

■ Trends in Capital Expenditure

(Unit: JPY billion)



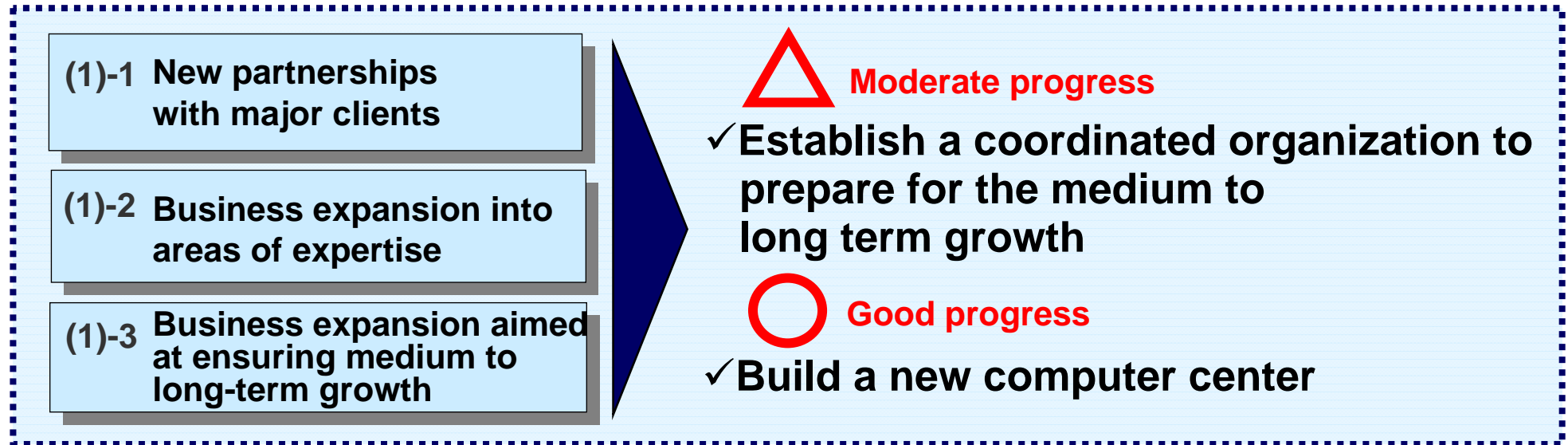
1. Financial Results for FY March 2007

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3. Priority Measures of FY March 2008

Review of FY March 2007

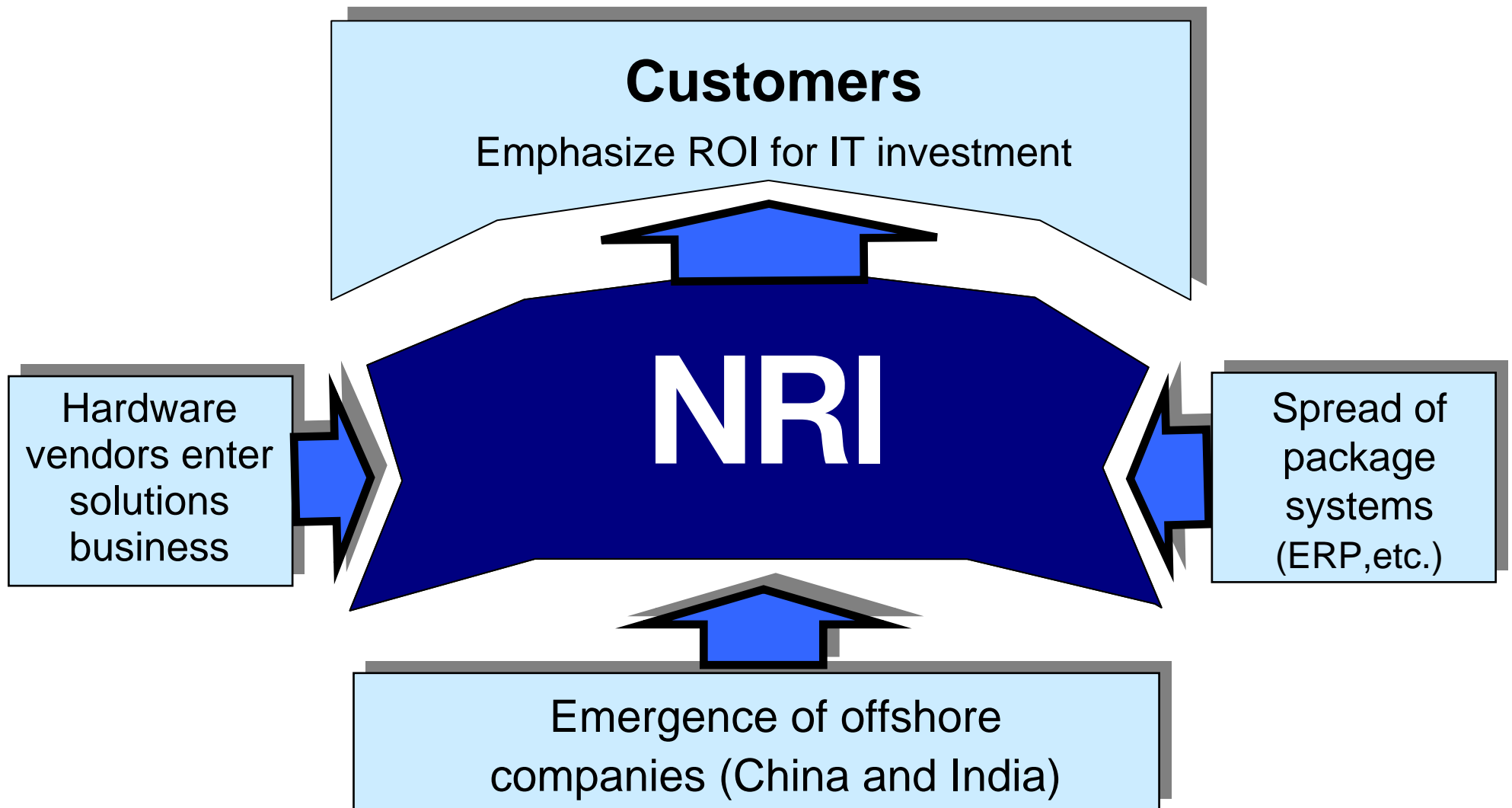
Business expansion - Customer saturation



Internal up-front investments



Target of NRI - Saturation to customers

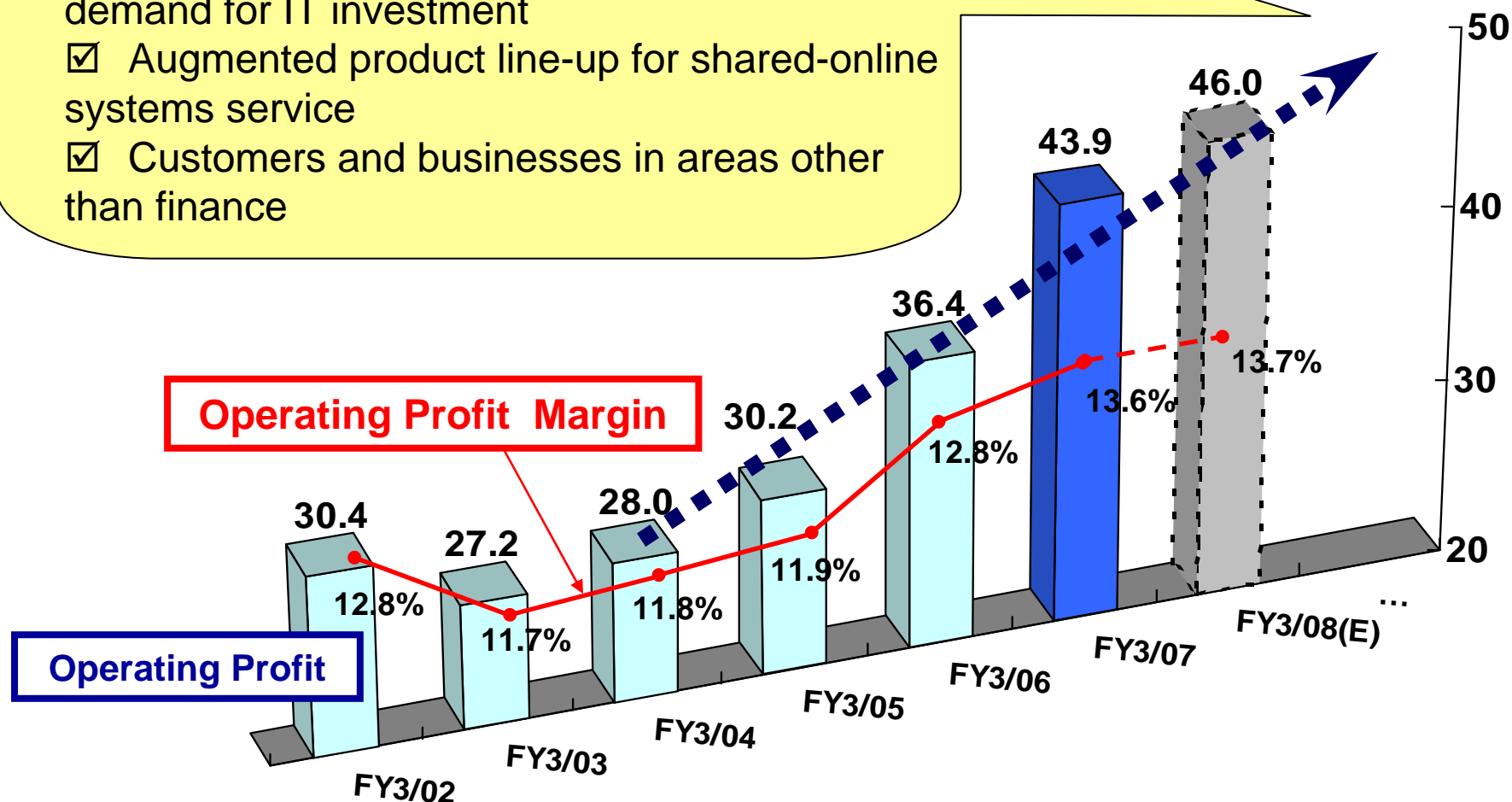


Preparing for Medium to Long-term Growth

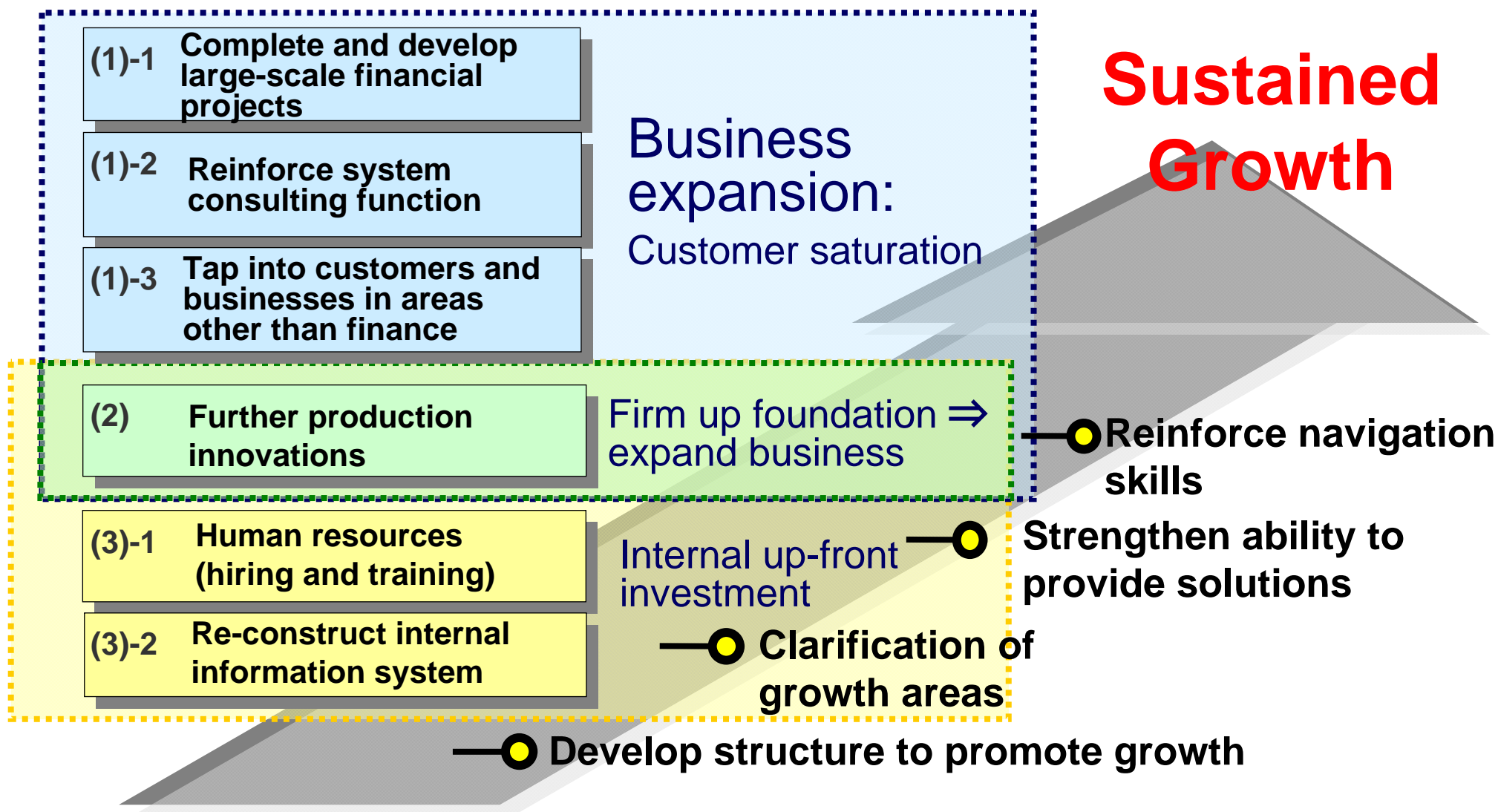
Drivers of medium to long-term growth

- ☑ Further expansion in finance industry's demand for IT investment
- ☑ Augmented product line-up for shared-online systems service
- ☑ Customers and businesses in areas other than finance

(Operating Profit :JPY billion)



Priority Measures for FY March 2008



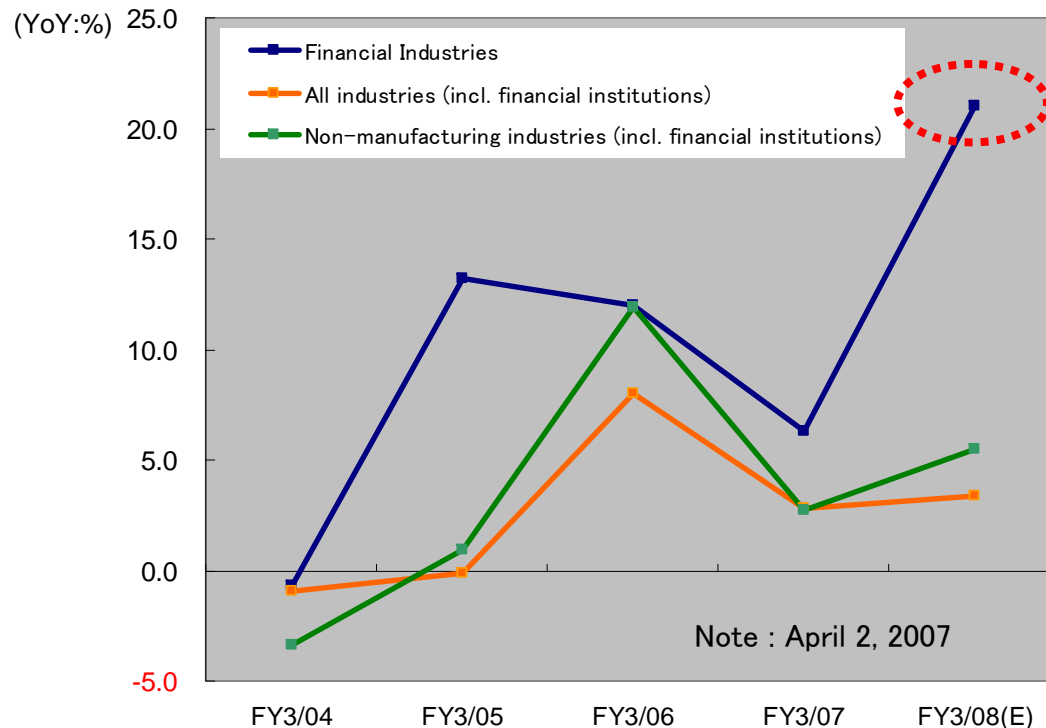
(1)-1 Complete and develop large-scale financial projects

- Financial sector business remains strong

■ Situation and Environment surrounding management

- **THE STAR STAR-IV** : Tokai Tokyo Securities (STAR-IV maximum size)
- **New SI projects** : General securities company B, C ---,
Internet financial services company D,
Financial company E affiliated with mega-bank--- etc.

Software investment(Bank of Japan's Tankan Survey)

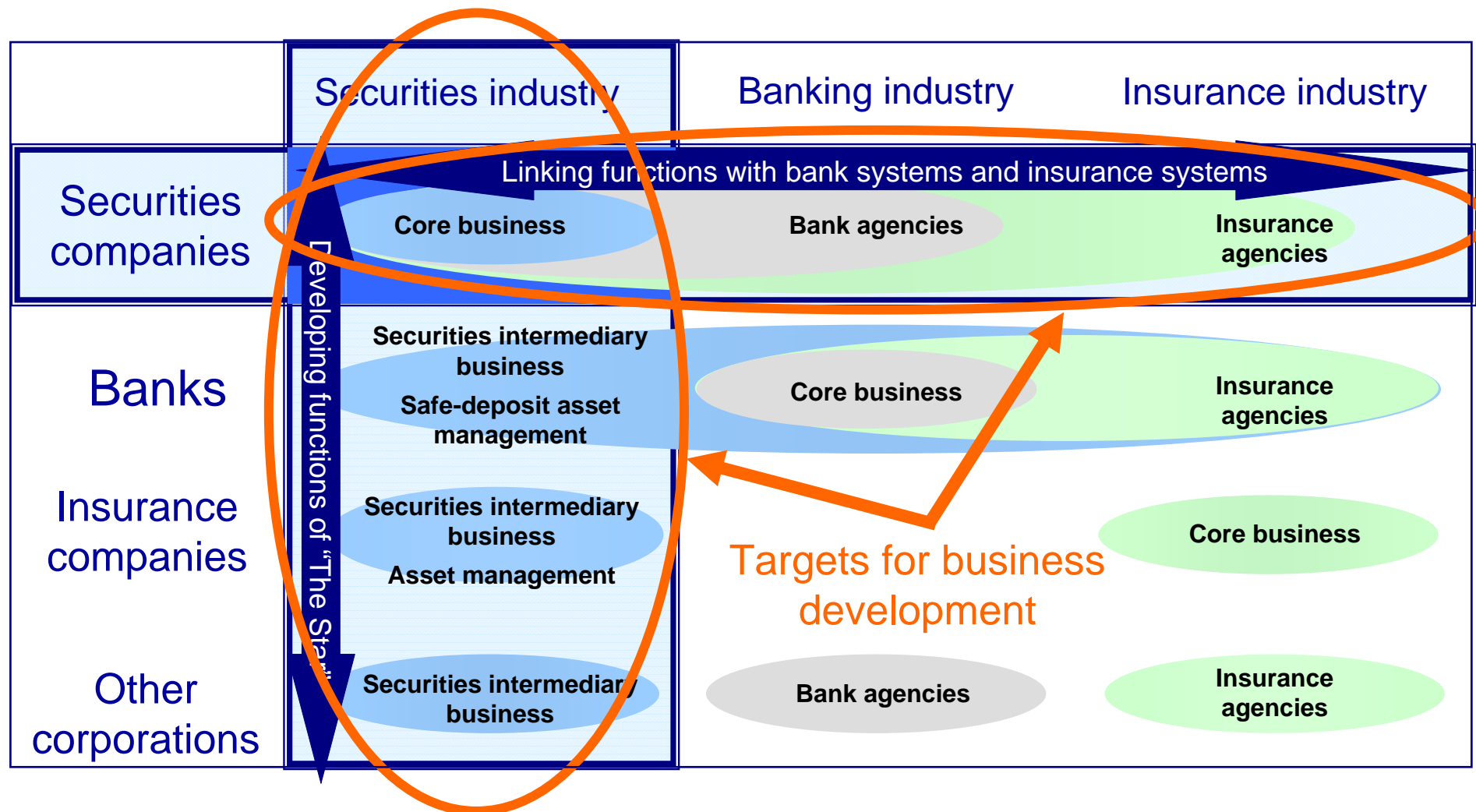


Nikkei Financial Daily , March 20, 2007

(1)-1 Complete and develop large-scale financial projects

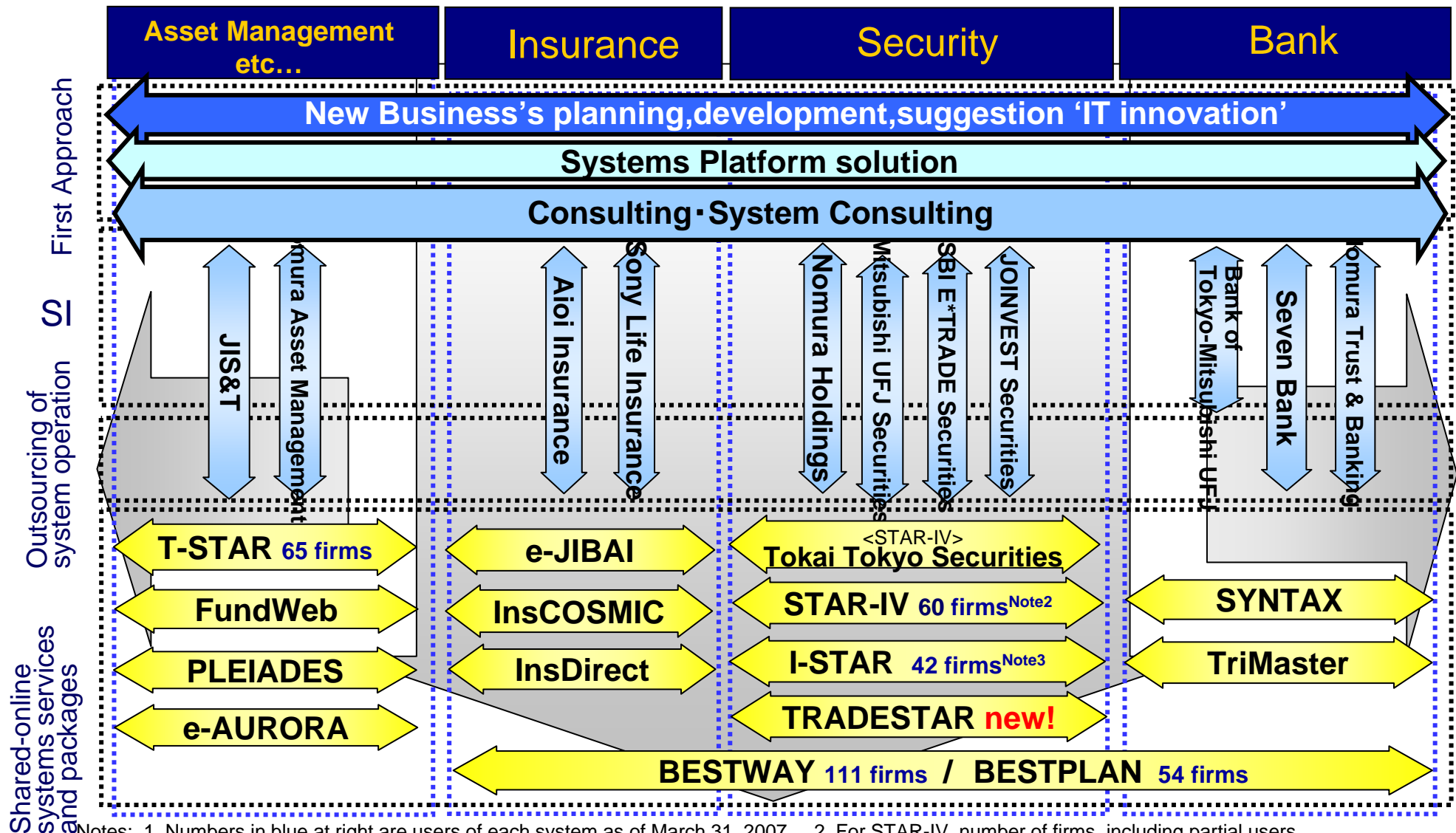
- Targeting

■ Target for business development: Example using “THE STAR”



(1)-1 Complete and develop large-scale financial projects

- business assets expand

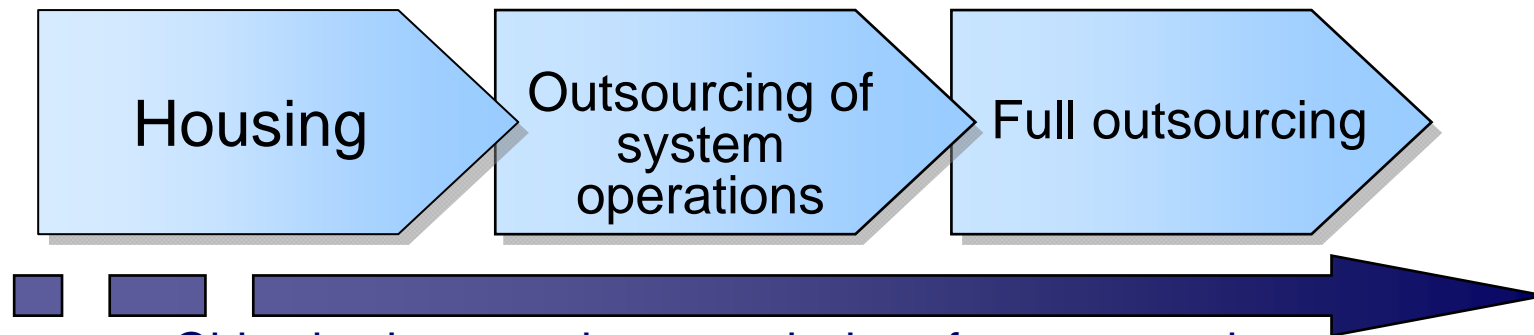


Notes: 1. Numbers in blue at right are users of each system as of March 31, 2007 2. For STAR-IV, number of firms, including partial users
3. For I-STAR, number of firms, excluding the subsystem

(1)-1 Complete and develop large-scale financial projects

- Utilization of new computer center

■ Business expansion capitalizing on state-of-the-art computer center



Objective is to receive commissions from companies that want to completely outsource their systems

Inquiries from financial institutions are on the rise



New computer center currently under construction

(1)-2 Reinforce system consulting function

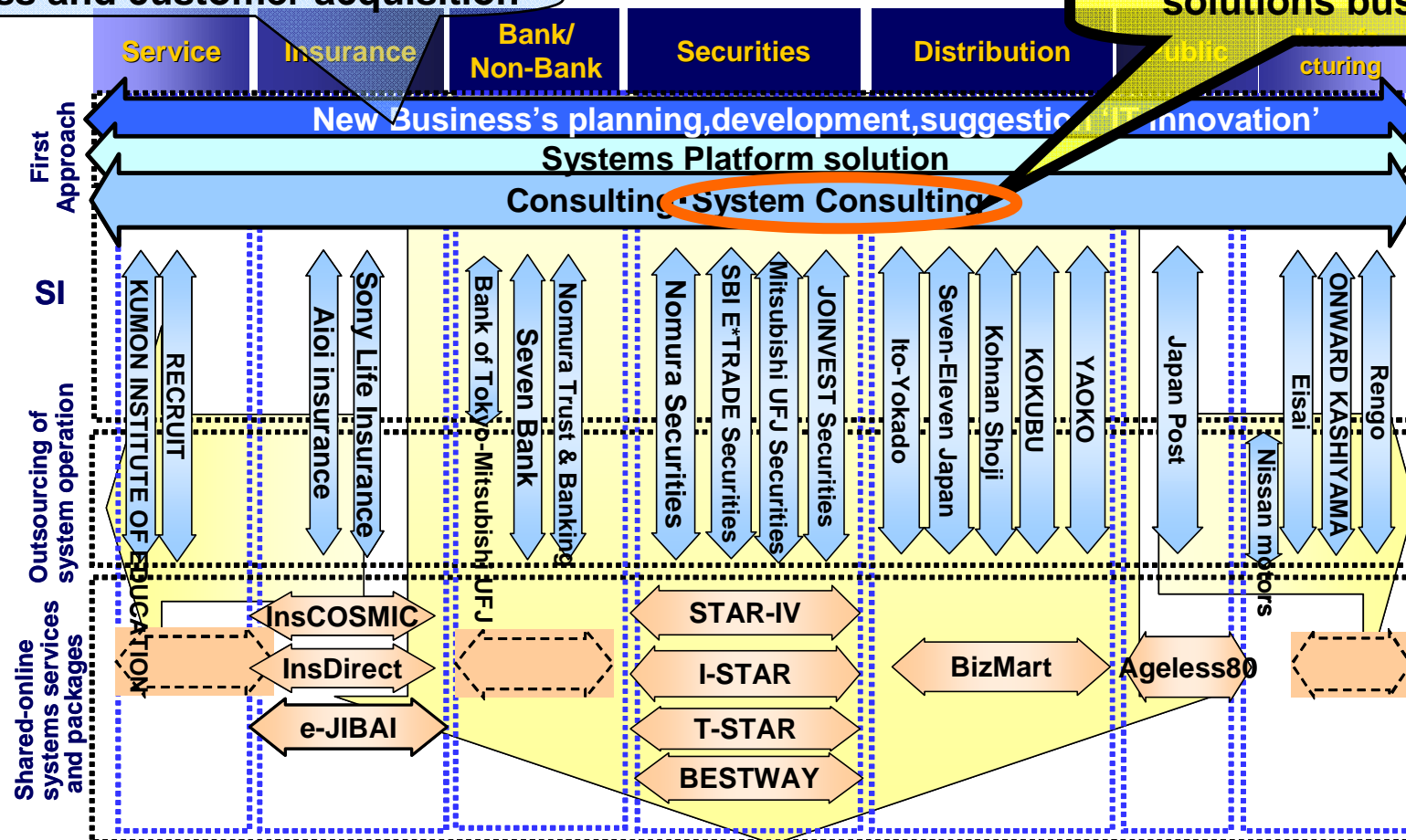
Strengthen connections through system consulting

IT innovation

System consulting

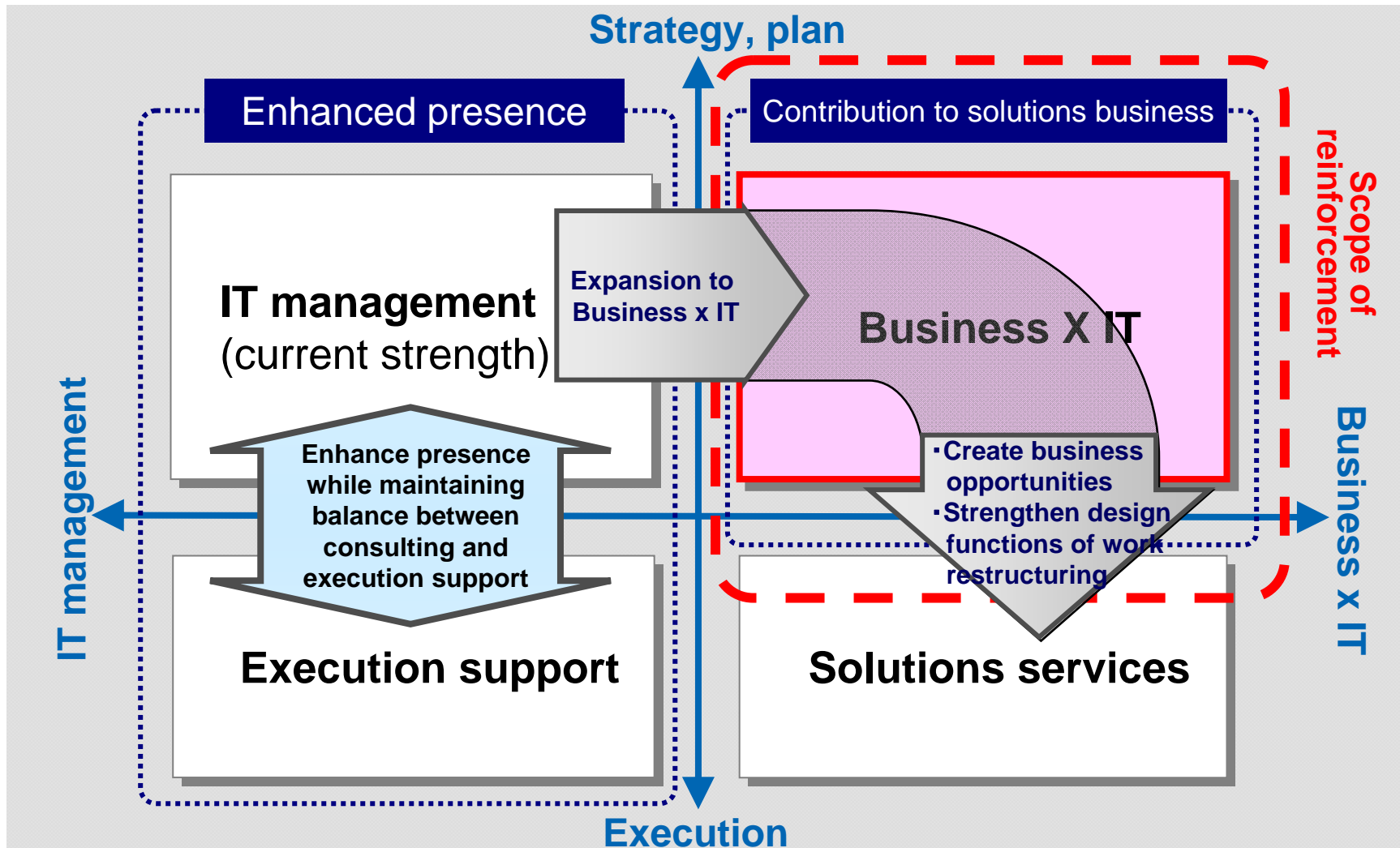
Laying the groundwork for new business and customer acquisition

Strengthen connection to solutions business

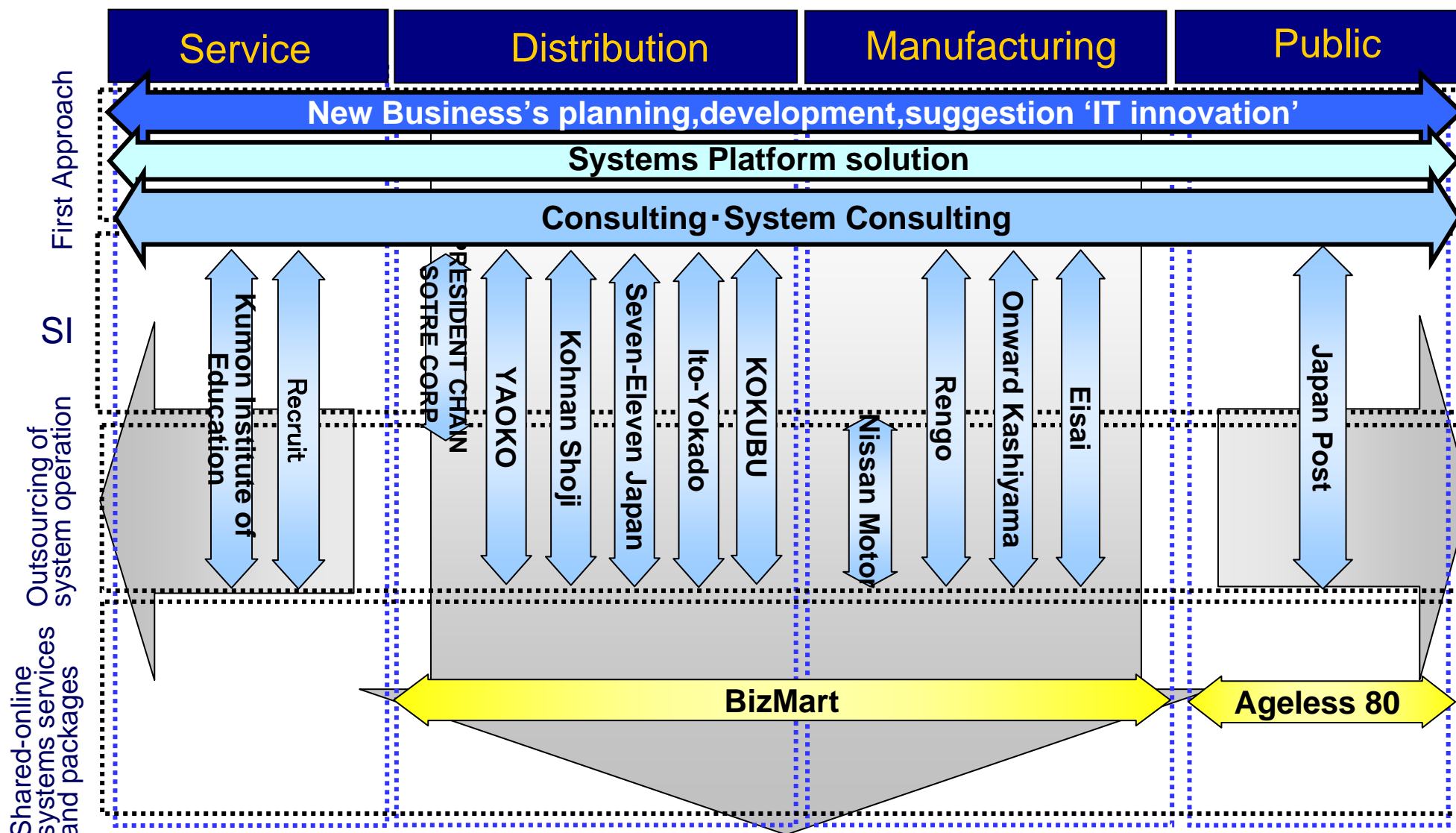


(1)-2 Reinforce system consulting function

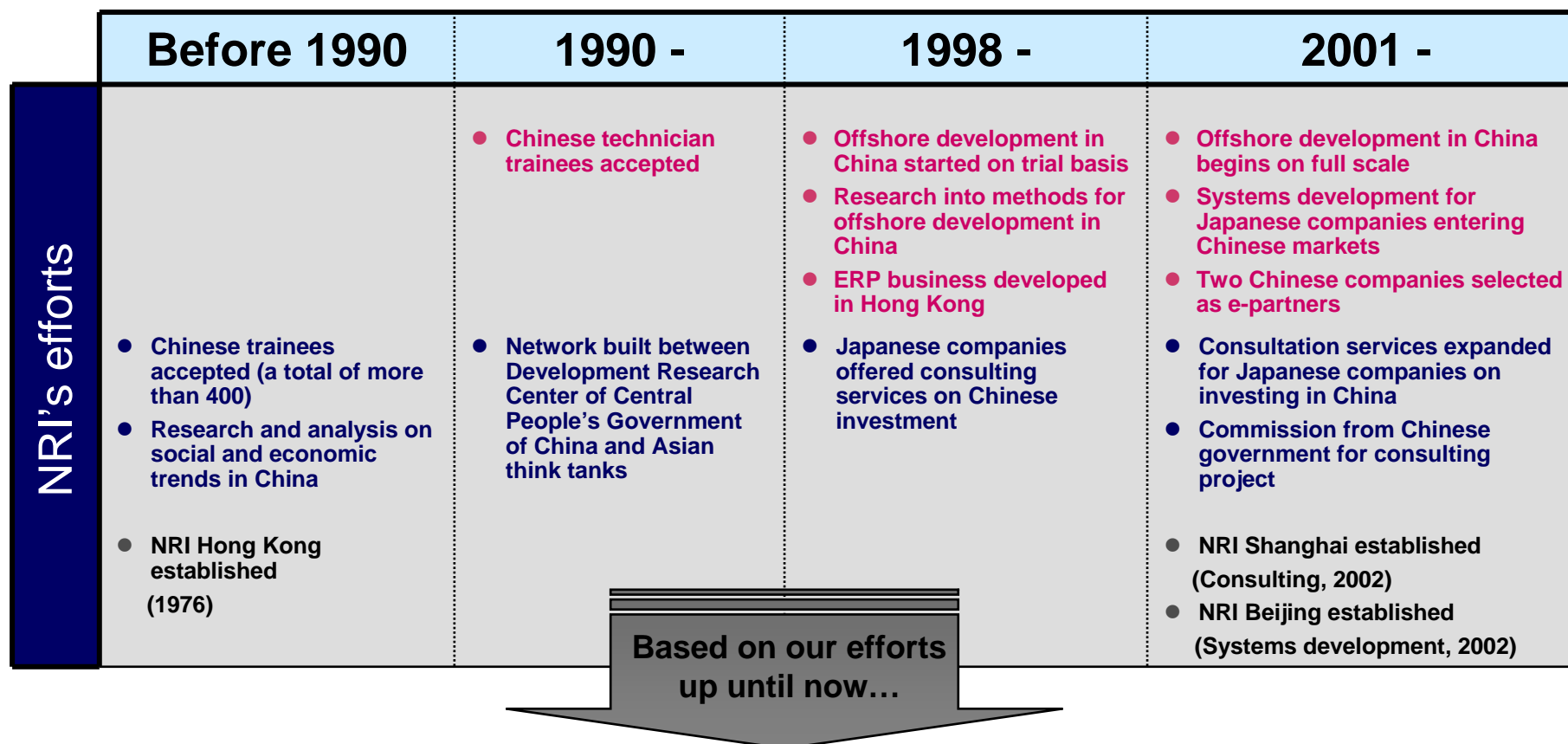
- Contribution to solutions business by reinforcing ability to handle upstream operations



(1)-3 Tap into customers and businesses in areas other than finance - the present condition and problems



(1)-3 Tap into customers and businesses in areas other than finance - Systems business in China



As the first year for the China systems business, the FY March 2008 will be the launch pad for the next step

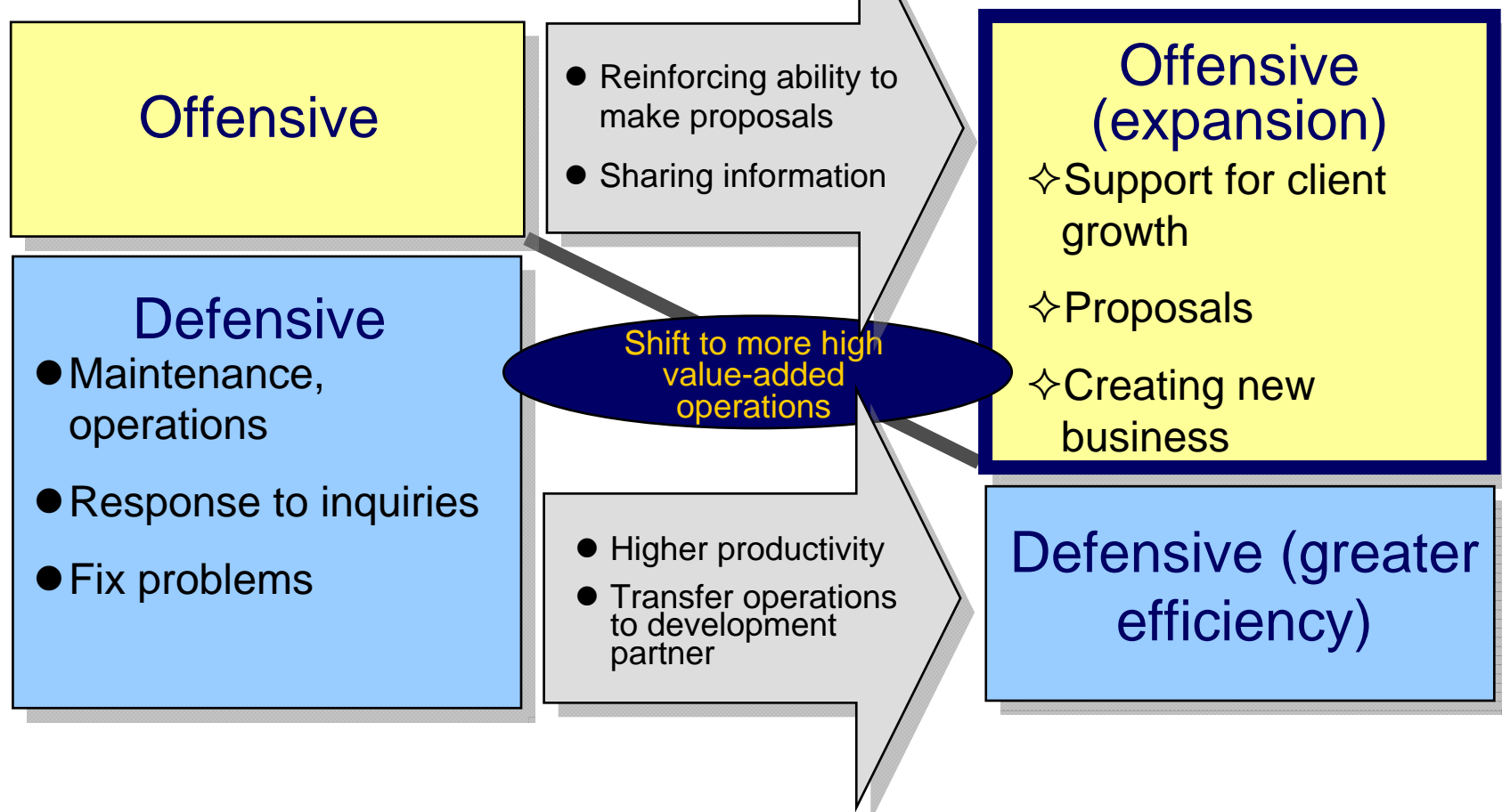
- Panel of experts set up (April 1 -)
- Joint research center set up with Tsinghua University (announced April 17)

(2) Further production innovations

-Innovations for enhancement business

■ Switching from defensive to offensive position

- Higher productivity will enable employees to be re-assigned and business to be expanded



(2) Further production innovations

- Need for ongoing activities and their impact

■ Programs to improve quality: Conference to Present Achievements in Enhancement Innovation for FY March 2007

March 7, 2007 (Wednesday) 15:00 - 18:00 YLC Grand Hall



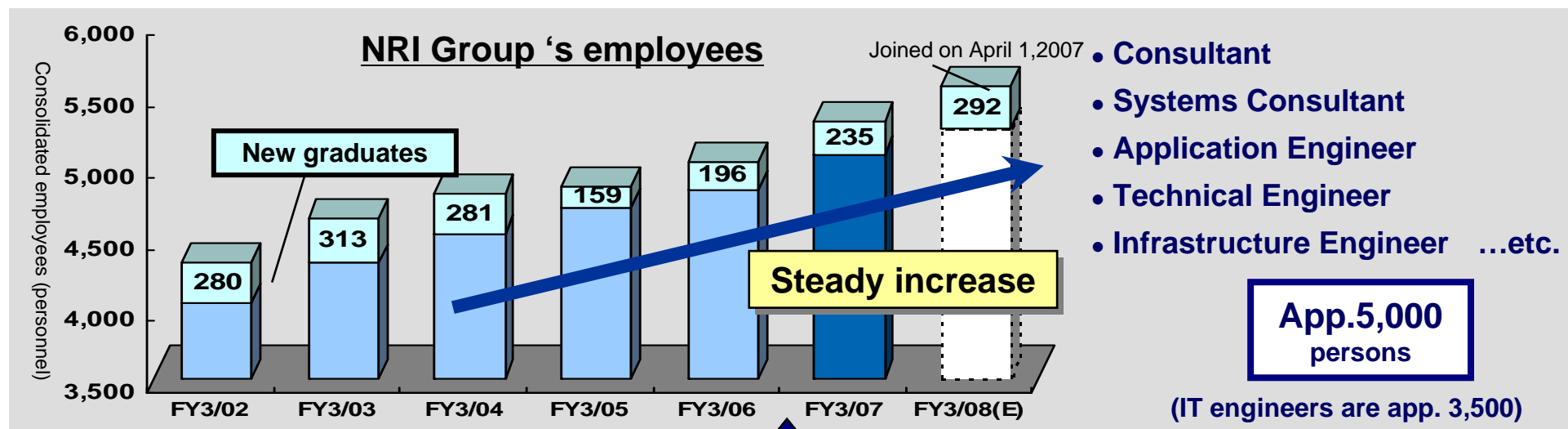
Conference Program

- (1) President's message
- (2) Purpose of conference and activities to improve quality
- (3) Activities to improve productivity and quality in Financial Systems Division
- (4) Distribution Systems Division, Section 1: Report on activities to improve productivity during FY Ended March 2007
- (5) Utilization of DevNet by NRI Garden Network's service stations – full use of DevNet
- (6) Improvements to CMMI level 5 process and quality enhancements
- (7) NRI Way in Managing Progress – EVM selection
- (8) xxx Project: Two years of progress in innovations for enhancement business
- (9) Launch of enhancement business innovation activities across divisions and policies for next fiscal year
- (10) Summary

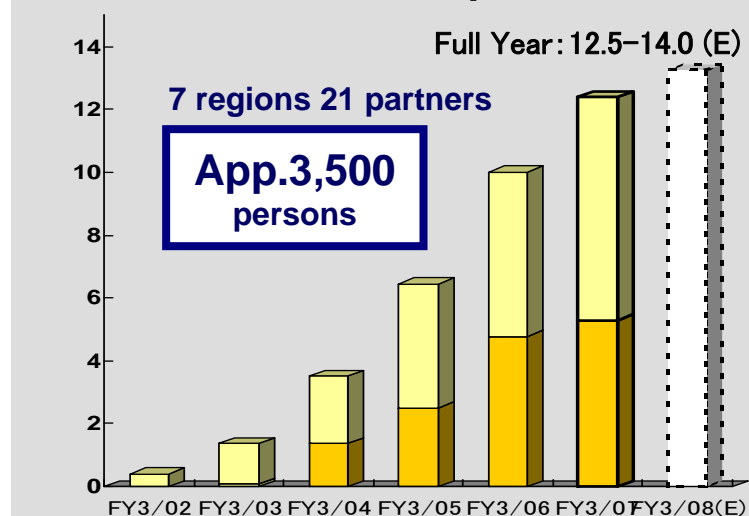


(3)-1 Human resources (hiring)

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



(JPY billion) Offshore development in China



Effective use of three resources

Partner Companies in Japan

- Pursue e-Partner system (New contract with one company, currently eight contracts with domestic companies)
- Compliance
- Strengthen relations with management of partnering companies
- etc.



App.6,500 persons

(3)-1 Human resources (training) -Need business analysts

■ Train staff able to attract new customers and expand business

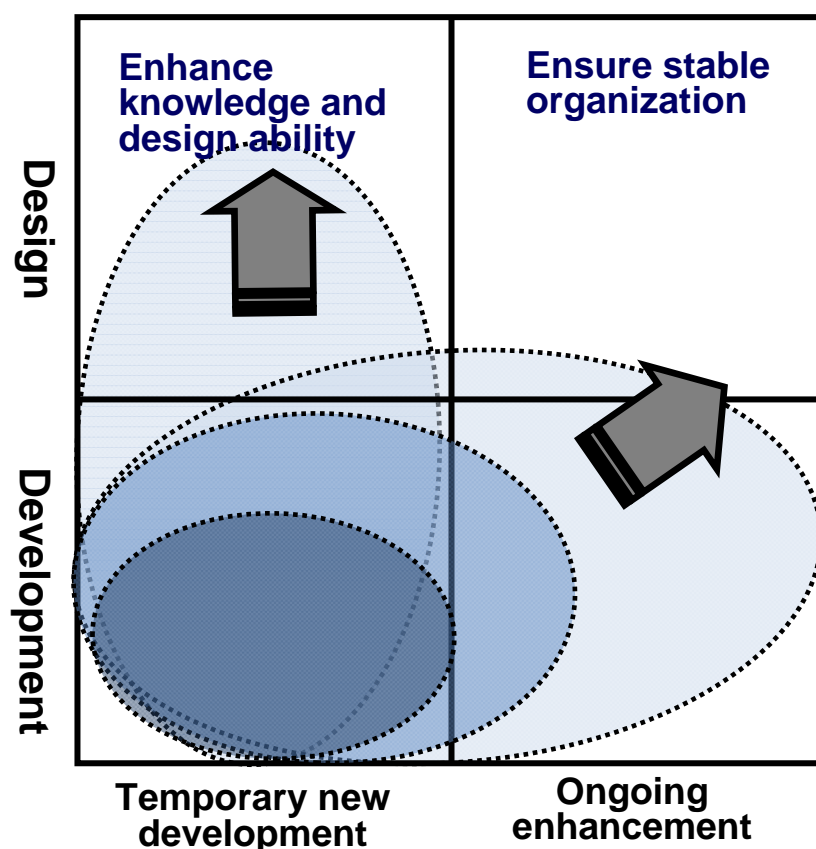
NRI-accredited professionals	Type	Attributes	Date initiated
Project manager		Manages systems projects exceeding a certain scale and is able to run and direct projects.	April 2000
IT architect	<ul style="list-style-type: none"> ● Infrastructure leader ● Cutting-edge technician 	<p>Combines a broad knowledge of systems and infrastructure development with the ability to carry out operations.</p> <p>Combines knowledge of cutting-edge technology and ability to adapt it to projects.</p>	April 2000
Systems analyst	<ul style="list-style-type: none"> ● Large-scale systems planning and design ● Large-scale system enhancement 	<p>Able to plan and design large-scale systems based on sophisticated business knowledge.</p> <p>Able to enhance large-scale systems based on sophisticated business knowledge.</p>	October 2002
Business analyst	<ul style="list-style-type: none"> ● Industry communication ● Business creation ● Customer cultivation ● Customer support 	<p>Recognized as an expert by his/her style of communicating information.</p> <p>Develops business models and applies them to make markets.</p> <p>Expands and develops business by attracting customers.</p> <p>Contributes to IT strategies from customers' viewpoint.</p>	October 2002
IT systems manager	<ul style="list-style-type: none"> ● OTS solutions ● Systems management operations technology ● Facility management 	<p>Proposes OTS solutions to expand and develop business.</p> <p>Able to run systems management and operate systems based on sophisticated operation design and operating technology.</p> <p>Able to enhance quality of facilities using design and development technology related to IT facilities</p>	October 2006

(3)-1 Human resources (hiring and training)

- Moving ahead with offshore development in China

From this point on:

Qualitative expansion



Features of NRI's offshore development in China

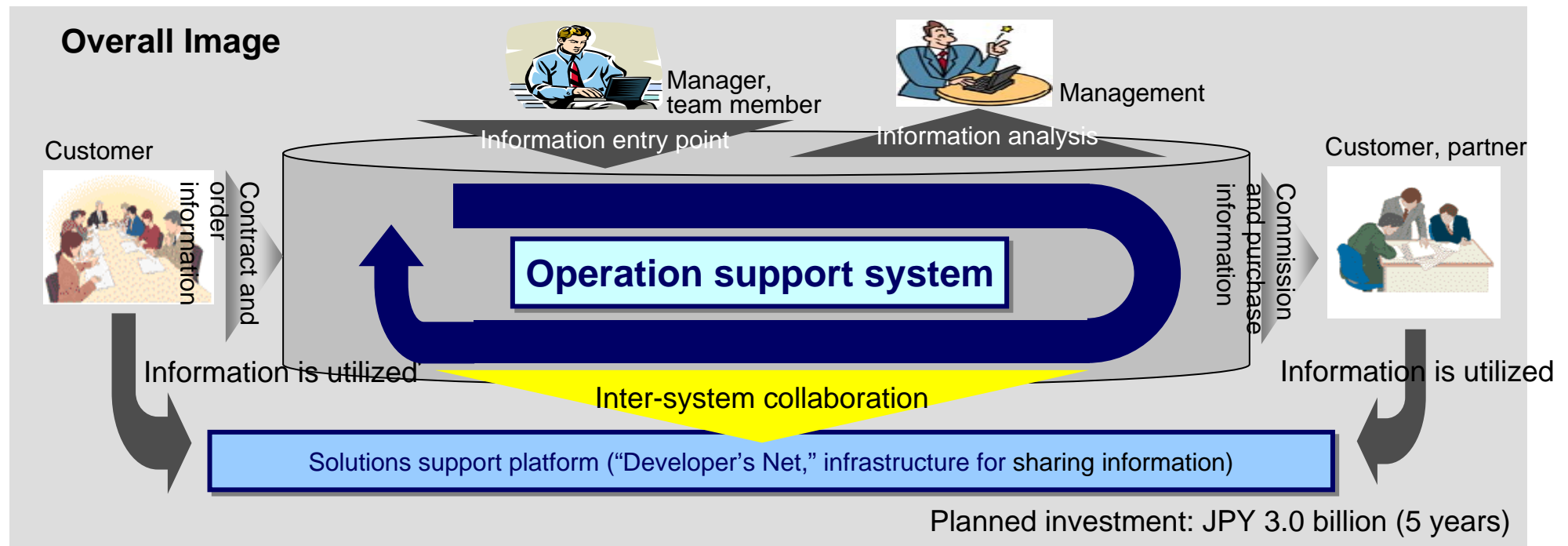
- Commissions starting with upstream process (NRI anticipates commissions for quality improvement and post-development enhancement business)
- Emphasis on face-to-face communication between NRI employees and Chinese engineers (direct communication without relying on interpreters or bridge SEs)
- Concept is premised on a continuous flow of contact, including system enhancement business, rather than one-off system development
- Commissions primarily for large projects (about 100MM – over 1,000MM) *MM='man-month' (NRI has high expectations of talented staff in China and development skills)

(3)-2 Reorganization of internal information system

- Aiming for industry's best practice

■Forging a “Platform Supporting Professional Mainstay Business,” the source for NRI's growth

- Platform will standardize project information and raise the level of project management
- It will make on-site operations visible and improve risk management
- Process flow will be standardized and centralized, enhancing on-site productivity



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.

References

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

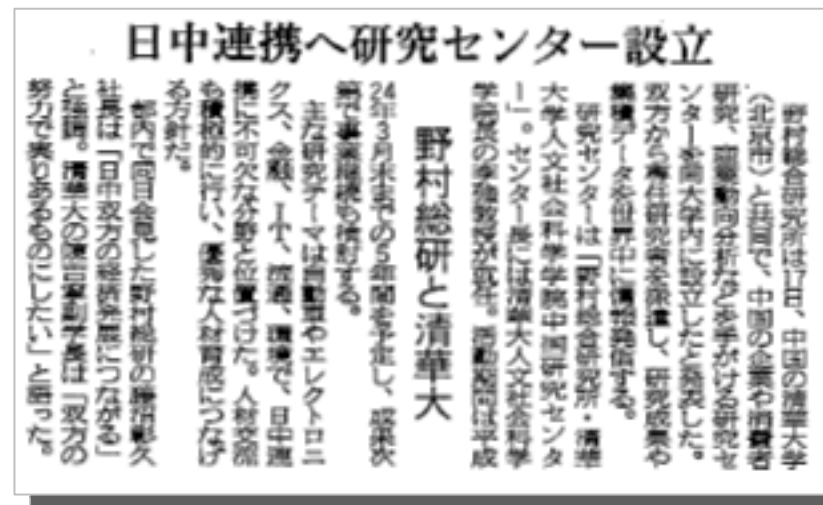
1. Recent activities - Business in China

Establishment of joint research center with China's Tsinghua University

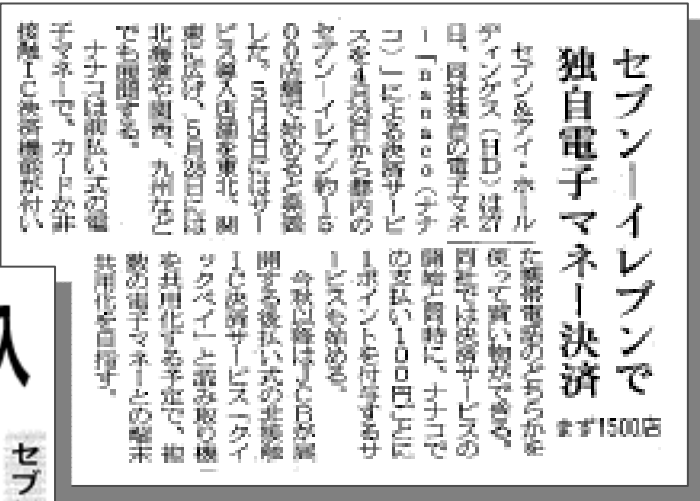
- Five-year project through the end of March 2012
- Main research topics are areas essential to collaboration between Japan and China
 - Cars
 - Electronics
 - Finance
 - IT
 - Distribution
 - Environment
- Both sides will dispatch full-time researchers and the research results and compiled data will be transmitted
- NRI has invested a total of 310 million yen



April 17, 2007 Press Conference with Tsinghua University



Sankei Shimbun, April 18, 2007

[illegible]

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1. Recent activities - Development of new shared-online systems services

ASP-based Internet trading system “TRADESTAR”

- System is operated from NRI's computer center, with a metered payment system based on usage fees such as number of contracts and accounts. The initial introductory cost could be lowered.
- The system platform such as the Web application server was developed using open source software, enabling NRI to provide high-quality, inexpensive service.

[illegible]

Nikkan Kogyo Shimbun. February 14, 2007

ソリューション／THE STAR

ASP方式のインターネットトレードシステム『TRADESTAR』

高い手数料を下げ競争の激化にある証券業界では、迅速に高機能、高信頼のシステムをいかにコストパフォーマンスに優れた形で開発のめざすこととされる。本稿では、このニーズに応えるべく、野村総合研究所（以下、NRI）が2007年春にサービスを開始するインターネットトレードシステム『TRADESTAR』（トレードスター）について紹介する。

両替する証券投資プラットフォーム

「普通の店頭に『株取引指南』をうたった書籍がずいぶん」と思ふようになった。バブル崩壊以降の証券システムの再考である。ゼロ金利時代にかならず、個人投資家の「貯蓄か投資か」へといずれは傾倒を続ける。このブームを支えているのがインターネットトレードである。日本証券業協会が年ごとの統計に発表している「インターネット取引に関する調査（調査：2006年11月17日発表）」によると、2006年9月末時点で、インターネットトレードの口座数は約1,093万（図1参照）。株式売買取引の売買代金に占める割合は22.7%となっている。また、2006年4月から9月までの

6か月間のインターネットを利用した現金取引（信用取引の売買代金は約13億4千万円）である。なお、個別株式売買現金代金に占めるインターネットトレード（現金売買）のシェアは2006年9月末約47%（<http://blog.nri.co.jp/nateiken.com/2006/10/17/00000.html>）。

並進のインターネットトレード証券業界

2006年5月に野村ホールディングス社傘下のインターネットトレード 専業証券会社、ジョインスターに証券営業のために合弁したインターネットトレード証券各社は手数料の値下げに動いた。従来から、インターネット

年	口座数（単位：千戸）
2000年	100
2001年	200
2002年	300
2003年	400
2004年	500
2005年	600
2006年	1093

図2 インターネットトレードサービスの進化

- 2000年 証券会社・証券取引所
- 2001年 インターネットトレード（証券会社）システム登場
- 2004年 インターネットトレード（証券会社）システム登場
- 2006年 インターネットトレード（証券会社）システム登場
- 2007年 インターネットトレード（証券会社）システム登場

野村総合研究所
証券システムサービス事業本部
上席・兼務取締役
上席
塚田 勝治（はつりょう）氏
野村総合研究所、インターネット

野村総合研究所
証券システムサービス事業本部
上席・兼務取締役
上席
清水 康次（しみず こうじ）氏
野村総合研究所、インターネット

図3 システム構成

この図は、クライアント（PC）とサーバー間のネットワーク構成を示しています。クライアントは、インターネットを通じて、証券会社（NRI）のシステムと接続します。証券会社のシステムは、Web ASPサーバー、DBサーバー、CMSサーバー、および各種アプリケーション（株取引システム、債券取引システム、商品取引システム）で構成されています。また、証券会社は、金融機関（銀行、証券会社）と接続し、資金のやり取りを行います。

レード証券各社は対面販売の証券会社と比べて販売の手間費を限り抑えているが、ここには「下値」が一段と悪化した格好がある。今後、この競争については「証券会社の競争優位性」が問われる。

インターネットが販売チャネルとして無敵である（存在しない）という。インターネットトレードにはコストパフォーマンスが非常に高く、競争が激化する。証券会社は、インターネットトレードシステムの競争に負けることを恐れており、競争するシステムの構築が、免許やサービス提供の条件にもなっている。当然のことながら、インターネットトレードシステムを提供するベンダーに対する証券会社の要請、厳格な準備している。

インターネットトレードソリューション
NRIでは、証券会社のインターネットレ

図4 Web ASPサーバーのオープンソース環境

この図は、Web ASPサーバーのオープンソース環境の構成を示しています。クライアント（PC）は、インターネットを通じて、Web ASPサーバーと接続します。Web ASPサーバーは、Linux OS、MySQL DB、PHP/Perl/Python、および各種アプリケーション（株取引システム、債券取引システム、商品取引システム）で構成されています。また、Web ASPサーバーは、金融機関（銀行、証券会社）と接続し、資金のやり取りを行います。

ードへの参入が容易である。また、後述の書籍などのコンテンツ、金融システムをASP方式で利用できる『TRADESTAR』の提供は2007年開始と、開始は（図2参照）。TRADESTARの特色は以下のとおりである。

①オープンソース環境の採用
従来、NRIではこれらの業務システムにはUNIX、Oracleなどの商用ソフトウェアを採用してきたが、TRADESTARは、Linuxなどのオープンソース製品を基盤として、コスト削減を実現した（図3、図4参照）。数十

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IT&S 2007年10月号

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Nomura Research Institute, Ltd. 'IT Solutions Frontier'. January 2007 issue

1. Recent activities - Reinforcing internal controls in Development Division

ニュース&トレンド

NRIが開発部門の“内部統制”強化策 社内外の技術者1万3000人の行動を把握可能に

野村総合研究所(NRI)が新しいプロジェクト管理システム「Developer's Net」の本格利用を始めた。総勢1万3000人の技術者が、どのファイルにいつアクセスし、どんな操作をしたか、といったログ情報をすべて記録。高度検索データベースを利用して、異常なファイルアクセスを発見できる。

NRIは、新しいプロジェクト管理システム「Developer's Net」を、基本的にNRIが貸付負う、すべてのシステム開発案件に利用する。現在、Developer's Netは400ものプロジェクトを管理し、NRI社員、パートナー企業の技術者、NRIの顧客企業の担当者など、総計1万3000人が利用している。Developer's Netを利用することで、各プロジェクト単位にフォルダを作成し、フォルダにプロジェクトに関するあらゆる情報を集め、プロジェクトメンバー同士が参照できるようになる。フォルダに入れて管理するのは、システム開発者1万3000人。

システム設計ドキュメントやソースコードといった開発プロジェクトの成果物に加え、プロジェクトのスケジュール、開発時に生じた問題と対応策、顧客企業とやり取りした文書など。Developer's Netの特長は、開発者がフォルダ内のファイルをアクセスしたログ情報を高度検索し、不審な行動を検知する機能を持っていることだ。本来、その必要がない技術者が、ファイルにアクセスし、文書などをダウンロードした場合、不審な操作が実行されたとき、即時に検知できる。例えばアクセス権や利用時間帯に基づいてアラートを出すように設定。Developer's Netの管理者は、そのつど、ログ情報を調べる。さらに、定期的にDeveloper's Netの管理者は、不正行為がないかどうかという観点でログ情報を調べている。こうした機能を実現するため、NRIは、ログを蓄積するデータベース(現在4テラバイト)の容量増大を引き上げる工夫をした。米ルンバード・オットー・ペリチー・アンド・アソシエーツ(ルンバード・オットー・ペリチー・アンド・アソシエーツ)が開発するデータ活用支援ツール「Lucida JetQuest」(開発は日本ルンバード・オットー・ペリチー・アンド・アソシエーツ)を採用。JetQuestは、米サイバセスの検索用データベース「Sybase IQ」を中核に、データ連携機能や高度検索ツールを組み合わせたミドルウェアである。NRIは、Sybase IQの列単位でデータを検索できる機能を利用することで、全文検索をする必要がなくなり、「一つのファイルだけで数万件〜1億件もある膨大なアクセス・ログを数秒で検索できるようになった」(安田守NRI生産性向上推進部長)。

NRIがDeveloper's Netを構築した狙いは、開発部門における内部統制をしっかりと確立することだ。「顧客のビジネスを担うシステムを開発している以上、少しでも不審な動作がないような状態にし、万一不正な行為があったとしても、即座に把握できるようにしておかなければならない」(安田氏)。大手インテグレーション、ソフト開発状況の把握に取り組んでいるが、NRIのように、すべてのプロジェクトのアクセスログを分析できる仕組みを用意した例はあまりない。

NRIがDeveloper's Netの構築を終えたのは2006年12月。開発費は5億円前後(本誌調査)。2003年から利用していた管理システムを抜本的に作り直した。(岡本 実)

■Developer's Netの概要

P.22 Nikkei Computer, February 19, 2007 issue

Developer's Net

- The project management system “Developer's Net” will be used for all systems development projects that NRI takes on.
- Currently, 13,000 people have used it for 400 projects.
- The Development Division has ensured internal control by introducing a function allowing the access log for all projects to be analyzed.

1. Recent activities

- Support for field trials of IC tags around the country

IC tag field trials

Pharmaceutical management

■An IC tag will be affixed to drugs when they arrive from pharmaceutical companies, and data such as the serial number, product name and lot number will be confirmed. When the drug is used, information such as the prescription number can be linked to an electronic medical chart.

Management of compressed gas cylinders for draft beer

■Part of METI's FY March 2007 "Field Trial for Improving Distribution and Logistics Efficiency through the Use of Electronic Tags."

■Identification of an individual cylinder's location and its history of movement will prevent prolonged use and loss.

■Metal-compatible IC tags compliant with EPC global UHF standards are used.



Nikkei Shimbun, January 17, 2007



Nikkei Shimbun, January 17, 2007

2. Projects



am/pm Japan Co.,Ltd.

‘System Outsourcing’



TOKIO MARINE
NICHIDO

Tokio Marine & Nichido Fire Insurance Co., Ltd.

‘System Integration’

3. Others - Supplementary explanation

■ Comparison to FY March 2006 (Sales by segment)

(Unit:JPY billion)

(Highlight)	FY Mar.2006(Results)		FY Mar.2007(Results)			
	4Q	Full Year	4Q	Change	Full Year	Change
Sales	86.2	285.5	100.1	+16.1%	322.5	+12.9%
Operating Profit	11.6	36.4	10.9	(6.3%)	43.8	+20.4%
Operating Profit Margin	13.6%	12.8%	10.9%	-	13.6%	-
Net Income	6.9	22.5	6.1	(11.5%)	27.0	+20.0%
(Unit:JPY billion)						
(Sales by segment)	4Q	Full Year	4Q	Change	Full Year	Change
Consulting Services	8.1	26.2	8.8	+7.4%	29.8	+13.6%
System Development & System Application Sales	31.3	111.7	44.5	+42.1%	135.7	+21.4%
System Management & Operation Services	31.0	116.5	33.8	+9.2%	126.5	+8.6%
Product Sales	15.6	30.9	12.8	(17.6%)	30.3	(1.9%)
IT Solution Services	78.0	259.2	91.3	+17.0%	292.6	+12.9%
Total	86.2	285.5	100.1	+16.1%	322.5	+12.9%

3. Others - Supplementary explanation

■ FY March 2008 Consolidated Earnings Model

- Sales of JPY335.0 billion and operating profit of JPY46.0 billion

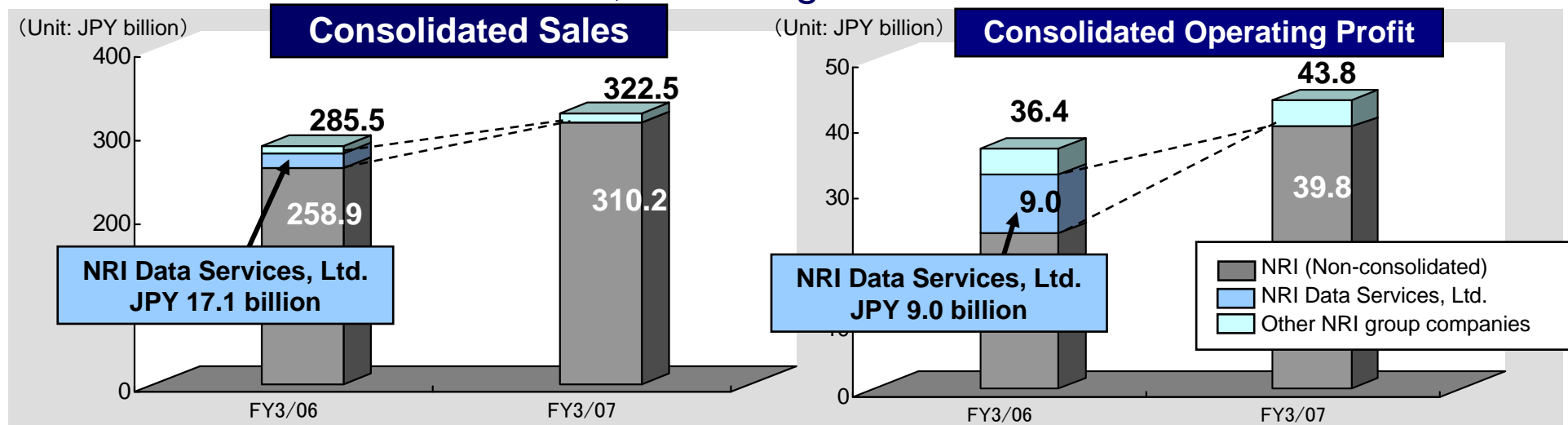
(Unit:JPY billion)

	FY Mar. 2007 (Results)	FY Mar. 2008 (Forecasts) ^{Note}	Difference	YoY change
Sales	322.5	335.0	+12.5	+4%
Cost of Sales	234.5	244.0	+9.5	+4%
Personnel	50.1	54.0	+3.9	+8%
Subcontracting Costs	102.3	110.0	+7.7	+8%
Depreciation	18.8	17.5	(1.3)	(7%)
Gross Profit	87.9	91.0	+3.0	+4%
Gross Profit Margin	27.3%	27.2%	(0.1P)	
SG&A	44.0	45.0	+1.0	+2%
Operating Profit	43.8	46.0	+2.2	+5%
Operating Profit Margin	13.6%	13.7%	+0.1P	

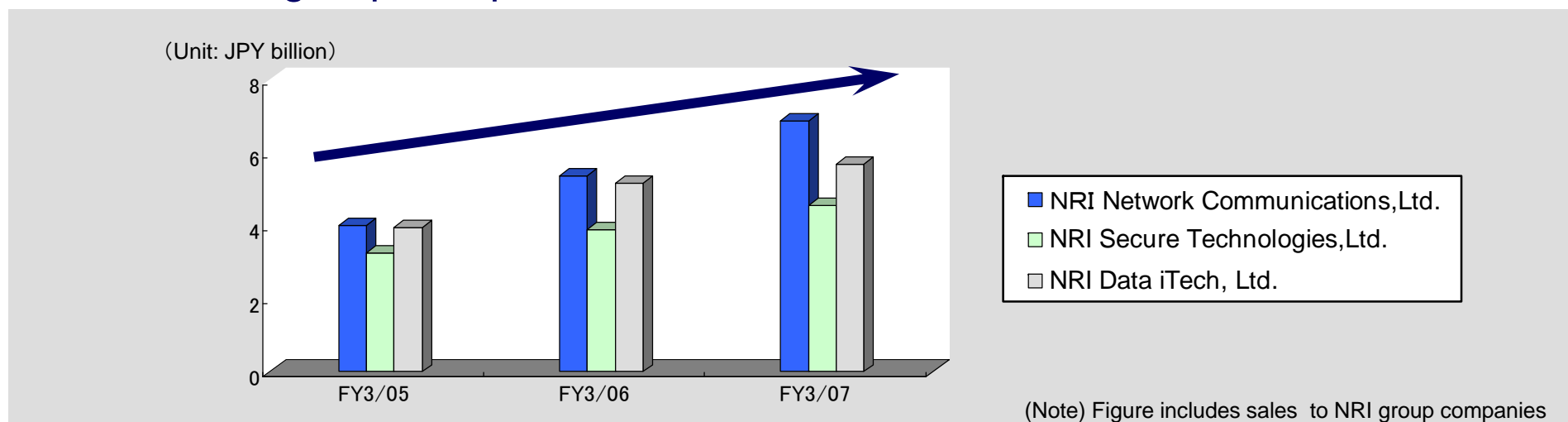
Note: Figures are consolidated estimates for preparing this earnings model.

3. Others - NRI Group companies

■ Influence of NRI Data Services, Ltd. merged



■ Sales of NRI group companies



3. Others - Branding Activities



“Proposing Japan’s Future toward 2010” campaign promotion activities

