
Financial Results

for the year ended 31st March, 2008
and Financial Results Forecast for the year ending 31st March, 2009

April 24, 2008

Akihisa Fujinuma,
Chairman and President, CEO&COO

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Highlights of Consolidated Results

■ Year on Year

(Unit: JPY million)

	FY Mar.2007	FY Mar.2008	Difference	YoY Change
Sales	322,531	342,289	+19,757	+6.1%
Operating Profit	43,897	52,664	+8,767	+20.0%
Operating Profit Margin	13.6%	15.4%	+1.8P	
Net Income	27,019	28,157	+1,138	+4.2%
Earnings per share	¥132.95	¥138.52	+¥5.56	+4.2%
Dividends per share	¥36.00	¥50.00	+¥14.00	

* Amount of less than JPY million were rounded down.

Comparison to Forecasts(1)

(Unit: JPY billion)

(Financial Results Highlight)	FY Mar.2007	FY Mar.2008		
	Results	Forecasts (as of Jan.25,2008)	Results	Diff.
Sales	322.5	355.0	342.2	(12.7)
Operating Profit	43.8	55.0	52.6	(2.3)
Operating Profit Margin	13.6%	15.5%	15.4%	(0.1P)
Net Income	27.0	31.0	28.1	(2.8)

Comparison to Forecasts(2)

(Unit: JPY billion)

FY Mar. 2007		FY Mar.2008		
Sales by Sector	Results	Forecasts (as of Jan.25,2008)	Results	Diff.
Securities sector	141.7	163.0	152.1	(10.8)
Insurance sector	22.4	32.0	30.8	(1.1)
Banking sector	22.9	26.0	25.4	(0.5)
Other financial sector	23.8	28.0	27.4	(0.5)
Financial sector	210.9	249.0	235.9	(13.0)
Distribution sector	45.6	46.0	44.5	(1.4)
Other sector	65.8	60.0	61.7	+1.7
Total	322.5	355.0	342.2	(12.7)
Sales by Sector	Results	Forecasts (as of Jan.25,2008)	Results	Diff.
Consulting Services	29.8	32.0	30.3	(1.6)
System Development & System Application Sales	135.7	158.0	150.1	(7.8)
System Management & Operation Services	126.5	139.0	140.8	+1.8
Product Sales	30.3	26.0	20.9	(5.0)
IT Solution Services	292.6	323.0	311.9	(11.0)
Total	322.5	355.0	342.2	(12.7)

Keywords in FY March 2008

➤ Operating profit has grown 20% for three consecutive terms, and the operating profit margin is at its highest since the company's stock market listing.

- **Internal environment — Business capabilities and production capacity continued to be fully exercised**

Responding to high demand from the financial sector

Increase in productivity and improvement in quality are both advancing steadily

- **Improved readiness for the medium and long term — R&D and capital investment continue**

R&D and software investment grew year-on-year

Continuous investment to developments of new businesses and the next generation shared-online system service

- **External environment — Expansion of demand from financial institutions slumped at fiscal year-end**

Although investment expanded as a result of financial institutions' IT-driven business strategies, the growth of corporate earnings and capital investment slowed near the end of the fiscal year, as business confidence deteriorated rapidly.

Sales by sector

(Unit:JPY million)

	FY Mar.2007	Share	FY Mar.2008	Share	Diff.	YoY Change
Securities sector	141,765	44.0%	152,152	44.5%	+10,386	+7.3%
Insurance sector	22,444	7.0%	30,851	9.0%	+8,407	+37.5%
Banking sector	22,981	7.1%	25,471	7.4%	+2,489	+10.8%
Other financial sector	23,805	7.4%	27,496	8.0%	+3,691	+15.5%
Financial sector	210,997	65.4%	235,972	68.9%	+24,975	+11.8%
Distribution sector	45,637	14.1%	44,569	13.0%	(1,067)	(2.3%)
Other sector	65,897	20.4%	61,746	18.0%	(4,150)	(6.3%)
Total	322,531	100.0%	342,289	100.0%	+19,757	+6.1%
Nomura Holdings	106,290	33.0%	104,808	30.6%	(1,481)	(1.4%)
Seven & i Holdings	36,195	11.2%	37,611	11.0%	+1,416	+3.9%

*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.
(After Oct. 2007, Japan Post Insurance is classified into "Insurance sector", and Japan Post Bank is classified into "Banking sector")

Sales by segment

(Unit: JPY million)

	FY Mar.2007	Share	FY Mar. 2008	Share	Diff.	YoY Change
Consulting Services	29,870	9.3%	30,333	8.9%	+462	+1.5%
System Development & System Application Sales	135,702	42.1%	150,177	43.9%	+14,475	+10.7%
System Management & Operation Services	126,596	39.3%	140,865	41.2%	+14,269	+11.3%
Product Sales	30,363	9.4%	20,913	6.1%	(9,450)	(31.1%)
IT Solution Services	292,661	90.7%	311,955	91.1%	+19,294	+6.6%
Total	322,531	100.0%	342,289	100.0%	+19,757	+6.1%

* Amount of less than JPY million were rounded down.

P/L Highlight

(Unit: JPY million)

	FY Mar.2007	FY Mar.2008	Diff.	YoY Change
Sales	322,531	342,289	+19,757	+6.1%
Cost of Sales	234,578	238,537	+3,958	+1.7%
Subcontracting Cost	102,324	118,596	+16,272	+15.9%
Gross Profit	87,953	103,751	+15,798	+18.0%
Gross Profit Margin	27.3%	30.3%	+3.0P	
SG&A	44,055	51,087	+7,031	+16.0%
Operating Profit	43,897	52,664	+8,767	+20.0%
Operating Profit Margin	13.6%	15.4%	+1.8P	

* Amount of less than JPY million were rounded down.

P/L Highlight continued

(Unit: JPY million)

	FY Mar.2007	FY Mar.2008	Diff.	YoY Change
Operating Profit	43,897	52,664	+8,767	+20.0%
Non-operating gain and loss	2,202	2,853	+650	
Dividend income	1,018	1,253	+235	
Other Income	2,081	2,655	+574	
Gain on investment securities	2,081	2,655	+574	
Other Expense	1,436	10,185	+8,748	
Loss on devaluation of investment securities	7	618	+611	
Allowance for retirement benefits for employees	-	9,567	+9,567	
Office relocation cost	1,429	-	(1,429)	
Income taxes etc.	19,725	19,829	+104	
Net Income	27,019	28,157	+1,138	+4.2%

* Amount of less than JPY million were rounded down.

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Cash Flow

(Unit: JPY million)

	FY Mar.2007	FY Mar.2008	Diff.
Cash and cash equivalents at beginning of year	50,752	115,854	+65,101
Operating activities	39,583	31,806	(7,777)
Investing activities	(18,578)	(47,925)	(29,347)
(Except Cash management purpose)	(27,099)	(37,424)	(10,325)
Free Cash Flow	21,004	(16,119)	(37,124)
(Except Cash management purpose)	12,484	(5,617)	(18,102)
Financing activities	44,040	(23,537)	(67,577)
(Issuance of Convertible bond)	50,000	-	(50,000)
(Purchase/Proceed from sales of treasury stock)	776	(14,176)	(14,953)
Effect of exchange rate changes on cash and cash equivalents	56	(672)	(729)
Cash and cash equivalents at end of year	115,854	75,524	(40,329)

* Amount of less than JPY million were rounded down.

Order Backlog (Outstanding)

(Unit: JPY million)

	At end of Mar.2007	At end of Mar.2008	Diff.	YoY Change
Consulting Services	3,054	3,826	+772	+25.3%
System Development & System Application Sales	22,428	19,149	(3,279)	(14.6%)
System Management & Operation Services	109,647	120,223	+10,576	+9.6%
IT Solution Services	132,075	139,372	+7,297	+5.5%
Total	135,129	143,199	+8,069	+6.0%
Order backlog in the next FY	130,790	142,325	+11,534	+8.8%

* Amount of less than JPY million were rounded down.

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Forecasts for FY March 2009(1)

(Unit: JPY billion)

	FY Mar.2008 (Results)	FY Mar. 2009 (Forecasts as of Apr. 24, 2008)	Diff.	YoY Change
Sales	342.2	360.0	+17.7	+5.2%
Operating Profit	52.6	53.0	+0.3	+0.6%
Operating Profit Margin	15.4%	14.7%	(0.7P)	
Net Income	28.1	32.5	+4.3	+15.4%
Earnings per share	JPY138.52	JPY163.27	+JPY24.75	+17.9%
Dividends per share	JPY50	JPY52	+JPY2	+4.0%
Dividend Payout Ratio	35.7%	31.8%	(3.9P)	

Forecasts for FY March 2009(2)

(Unit:JPY billion)

[1H]

	FY Mar.2008 1H(Results)	FY Mar. 2009 1H (Forecasts as of Apr.24,2008)	Diff.	YoY Change
Sales	165.1	165.0	(0.1)	(0.1%)
Operating Profit	27.4	23.0	(4.4)	(16.1%)
Operating Profit Margin	16.6%	13.9%	(2.7P)	
Net Income	18.3	14.5	(3.8)	(20.9%)

[2H]

	FY Mar.2008 2H(Results)	FY Mar. 2009 2H (Forecasts as of Apr.24,2008)	Diff.	YoY Change
Sales	177.1	195.0	+17.8	+10.1%
Operating Profit	25.2	30.0	+4.7	+18.8%
Operating Profit Margin	14.3%	15.4%	+1.1P	
Net Income	9.8	18.0	+8.1	+83.3%

Analysis of FY Mar.2009 Forecasts

(Unit:JPY billion)

	1 st Half		2 nd Half		Whole Financial Year	
		YoY Change		YoY Change		YoY Change
FY March 2004	113.3 [47.6%]	(0.4%)	124.7 [52.4%]	+4.9%	238.0	+2.3%
FY March 2005	115.1 [45.5%]	+1.6%	137.7 [54.5%]	+10.5%	252.9	+6.3%
FY March 2006	132.5 [46.4%]	+15.1%	153.0 [53.6%]	+11.1%	285.5	+12.9%
FY March 2007	146.4 [45.4%]	+10.5%	176.0 [54.6%]	+15.0%	322.5	+12.9%
FY March 2008	165.1 [48.2%]	+12.8%	177.1 [51.8%]	+0.6%	342.2	+6.1%
FY March 2009(E)	165.0 [45.8%]	(0.1%)	195.0 [54.2%] _{note}	+10.1%	360.0	+5.2%

Note: Portion of annual sales

Forecasts by sector for FY Mar.2009(1)

(Unit:JPY billion)

	FY Mar.2008 (Results)	Share	FY Mar.2009 (Forecasts as of Apr. 24, 2008)	Share	Diff.	YoY Change
Securities sector	152.1	44.5%	154.0	42.8%	+1.8	+1.2%
Insurance sector	30.8	9.0%	44.0	12.2%	+13.1	+42.6%
Banking sector	25.4	7.4%	27.0	7.5%	+1.5	+6.0%
Other financial sector	27.4	8.0%	28.0	7.8%	+0.5	+1.8%
Financial sector	235.9	68.9%	253.0	70.3%	+17.0	+7.2%
Distribution sector	44.5	13.0%	45.0	12.5%	+0.4	+1.0%
Other sector	61.7	18.0%	62.0	17.2%	+0.2	+0.4%
Total	342.2	100.0%	360.0	100.0%	+17.7	+5.2%

Forecasts by sector for FY Mar.2009(2)

(Unit:JPY billion)

[1H]

	FY Mar.2008 1H(Results)	Share	FY Mar.2009 1H(Forecasts as of Apr.24,2008)	Share	Diff.	YoY Change
Securities sector	74.0	44.8%	69.0	41.8%	(5.0)	(6.8%)
Insurance sector	12.3	7.5%	21.0	12.7%	+8.6	+70.1%
Banking sector	11.7	7.1%	12.0	7.3%	+0.2	+2.3%
Other financial sector	12.8	7.8%	13.0	7.9%	+0.1	+1.1%
Financial sector	110.9	67.2%	115.0	69.7%	+4.0	+3.7%
Distribution sector	22.6	13.7%	22.0	13.3%	(0.6)	(2.9%)
Other sector	31.5	19.1%	28.0	17.0%	(3.5)	(11.3%)
Total	165.1	100.0%	165.0	100.0%	(0.1)	(0.1%)

[2H]

	FY Mar.2008 2H(Results)	Share	FY Mar.2009 2H(Forecasts as of Apr.24,2008)	Share	Diff.	YoY Change
Securities sector	78.1	44.1%	85.0	43.6%	+6.8	+8.8%
Insurance sector	18.5	10.4%	23.0	11.8%	+4.4	+24.3%
Banking sector	13.7	7.8%	15.0	7.7%	+1.2	+9.2%
Other financial sector	14.6	8.3%	15.0	7.7%	+0.3	+2.5%
Financial sector	125.0	70.6%	138.0	70.8%	+12.9	+10.4%
Distribution sector	21.9	12.4%	23.0	11.8%	+1.0	+4.9%
Other sector	30.1	17.0%	34.0	17.4%	+3.8	+12.6%
Total	177.1	100.0%	195.0	100.0%	+17.8	+10.1%

Forecasts by segment for FY Mar.2009(1)

(Unit:JPY billion)

	FY Mar.2008 (Results)	Share	FY Mar.2009 (Forecasts as of Apr.24, 2008)	Share	Diff.	YoY Change
Consulting Services	30.3	8.9%	33.0	9.2%	+2.6	+8.8%
System Development & System Application Sales	150.1	43.9%	158.0	43.9%	+7.8	+5.2%
System Management & Operation Services	140.8	41.2%	150.0	41.7%	+9.1	+6.5%
Product Sales	20.9	6.1%	19.0	5.3%	(1.9)	(9.1%)
IT Solution Services	311.9	91.1%	327.0	90.8%	+15.0	+4.8%
Total	342.2	100.0%	360.0	100.0%	+17.7	+5.2%

Forecasts by segment for FY Mar.2009(2)

(Unit:JPY billion)

[1H]	FY Mar.2008			FY Mar.2009		
	1H (Results)	Share		1H(Forecasts as of Apr.24,2008)	Share	YoY Change
	Consulting Services	13.7	8.3%	15.0	9.1%	+8.9%
	System Development & System Application Sales	74.0	44.8%	73.0	44.2%	(1.4%)
	System Management & Operation Services	69.0	41.8%	72.0	43.6%	+4.3%
	Product Sales	8.2	5.0%	5.0	3.0%	(39.5%)
	IT Solution Services	151.3	91.7%	150.0	90.9%	(0.9%)
	Total	165.1	100.0%	165.0	100.0%	(0.1%)
[2H]	FY Mar.2008			FY Mar.2009		
	2H (Results)	Share		2H(Forecasts as of Apr.24,2008)	Share	YoY Change
	Consulting Services	16.5	9.3%	18.0	9.2%	+8.7%
	System Development & System Application Sales	76.1	43.0%	85.0	43.6%	+11.6%
	System Management & Operation Services	71.8	40.5%	78.0	40.0%	+8.6%
	Product Sales	12.6	7.1%	14.0	7.2%	+10.7%
	IT Solution Services	160.5	90.7%	177.0	90.8%	+10.2%
	Total	177.1	100.0%	195.0	100.0%	+10.1%

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Vision 2015 Statement

NRInnovation!

Pursuing further improvements in quality of life for clients and society, NRI is committed to the creation of business platform for industry, and is taking the lead in its realization.

By linking NRI, the industry, and the market, and bravely undertaking the creation of new value, NRI creates a new style of proactive business innovation suitable for NRI.

Rising above the present, rising above ourselves

To evoke NRInnovation, NRI must flexibly interact, strive ambitiously, and rise significantly above the previous track record and gains that represent the “now,” calmly reflecting on its own limitations and attaining new heights.

The comprehensive strategy of Vision 2015

From providing IT services on an individual company basis
**To providing a business platform that laterally spans
the industry and market**

Policies

1. Providing next-generation business platform services

2. Global in scope

3. Manufacturing innovation that supports growth

Strategic directions

- Change from an order-based business model to a proposal-based proactive business model
- Promote internal (consulting/systems, financial/non-financial, etc.) and external (allies, suppliers, etc.) collaboration.

- Establish a “second NRI” to focus on China and the rest of Asia.
- Expand NRI’s business field in cooperation with clients.
- Move forward with the development of offshore production.

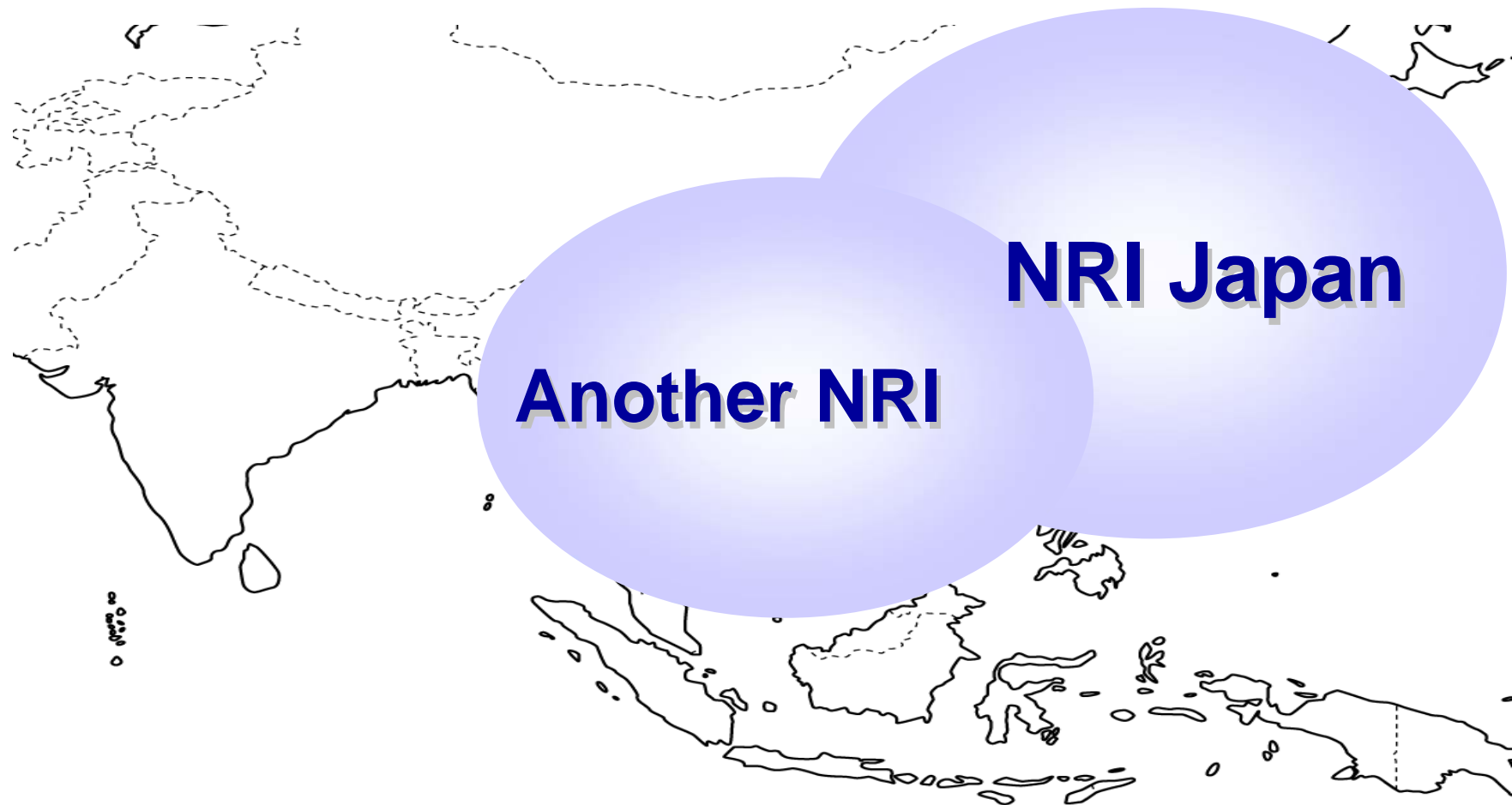
- Pursue innovation in software production technology and quality control, including with partner companies.
- Build an organization capable of meeting high-level requirements through the recruiting and training of diverse human resources.

1. Providing next-generation business platform services

Strategic directions	Outline
Client creation	Acquire and develop clients among industry's major firms, which will lead industry with NRI by building a business platform.
Account networking	Substantially expand the business domain, with financial accounts as the core. Develop diverse services on the framework of account management.
Financial frontier	Support for Japan's market becoming a financial frontier, and become its hub.
Service links	Bring into being new services that link companies and cross industrial boundaries.

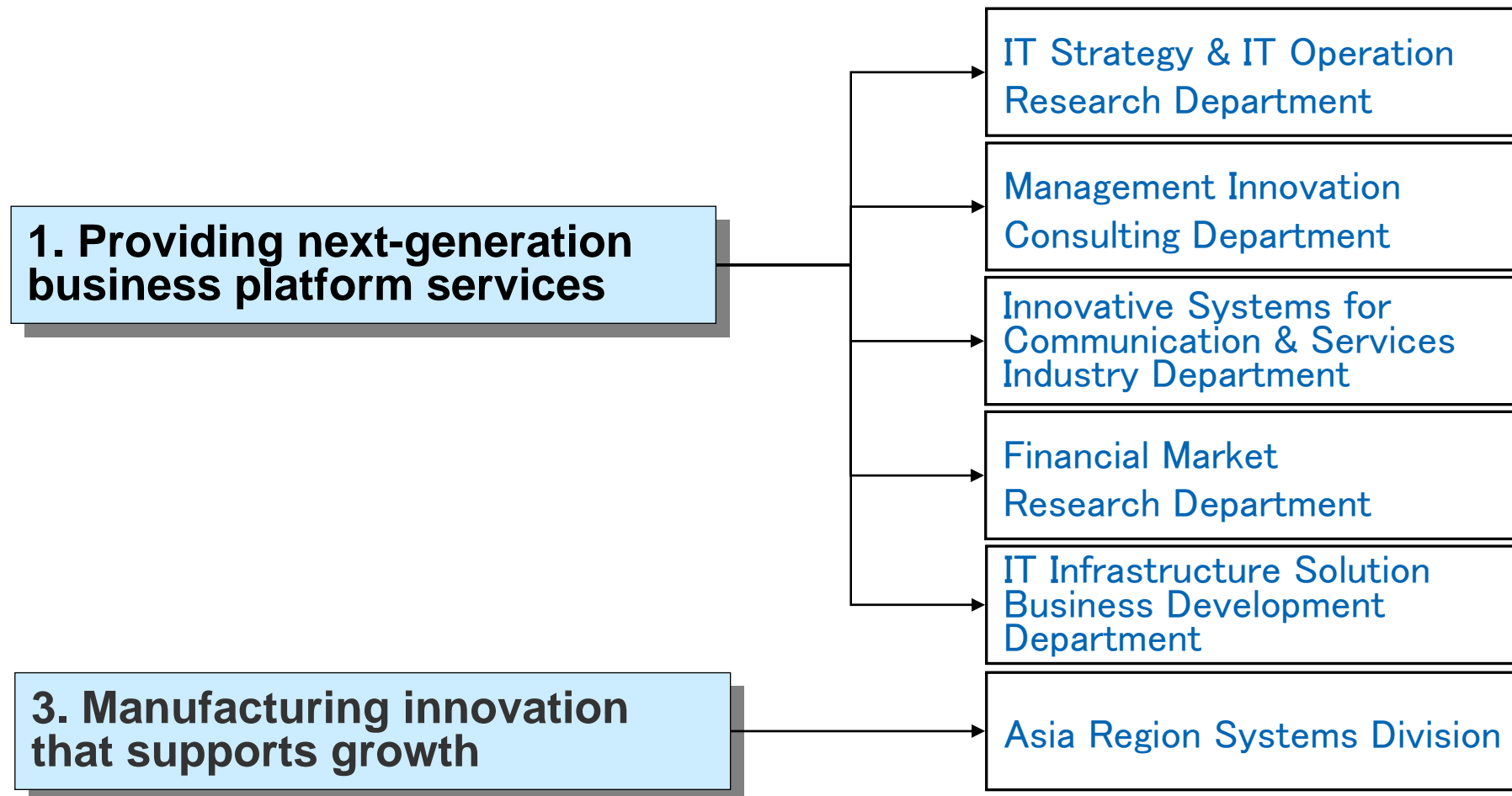
2. Global activities

- With a mission to create another NRI for Asia, the overseas base policy is advancing together with NRI in Japan.



Vision 2015 Initial Actions

- Create new organizations; proceed with concrete considerations and actions for the vision.



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Review of FY March 2008

Business expansion: Customer saturation

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

- ✓ Completion in several large-scale projects
- ✓ Full-scale development of next-generation version of shared-online system

(1)-2 Reinforce system consulting function

- ✓ Increase in “business x IT” projects

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

- ✓ Establishment of new business corporations (UBIQLINK , NRI Social Information System Services)
- ✓ Founding year of Asia (China) system business and start of operations
- ✓ Affiliated with the trading firm to expand business in China

Firm up foundation => expand business

(2) Further production innovations

- ✓ Bolster productivity firmly established
- ✓ Project management is maintained and improved

Internal up-front investment

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

- ✓ Establishment of human resource training committee, expansion of training system
- ✓ Further China offshore development

(3)-2 Re-construct internal information system

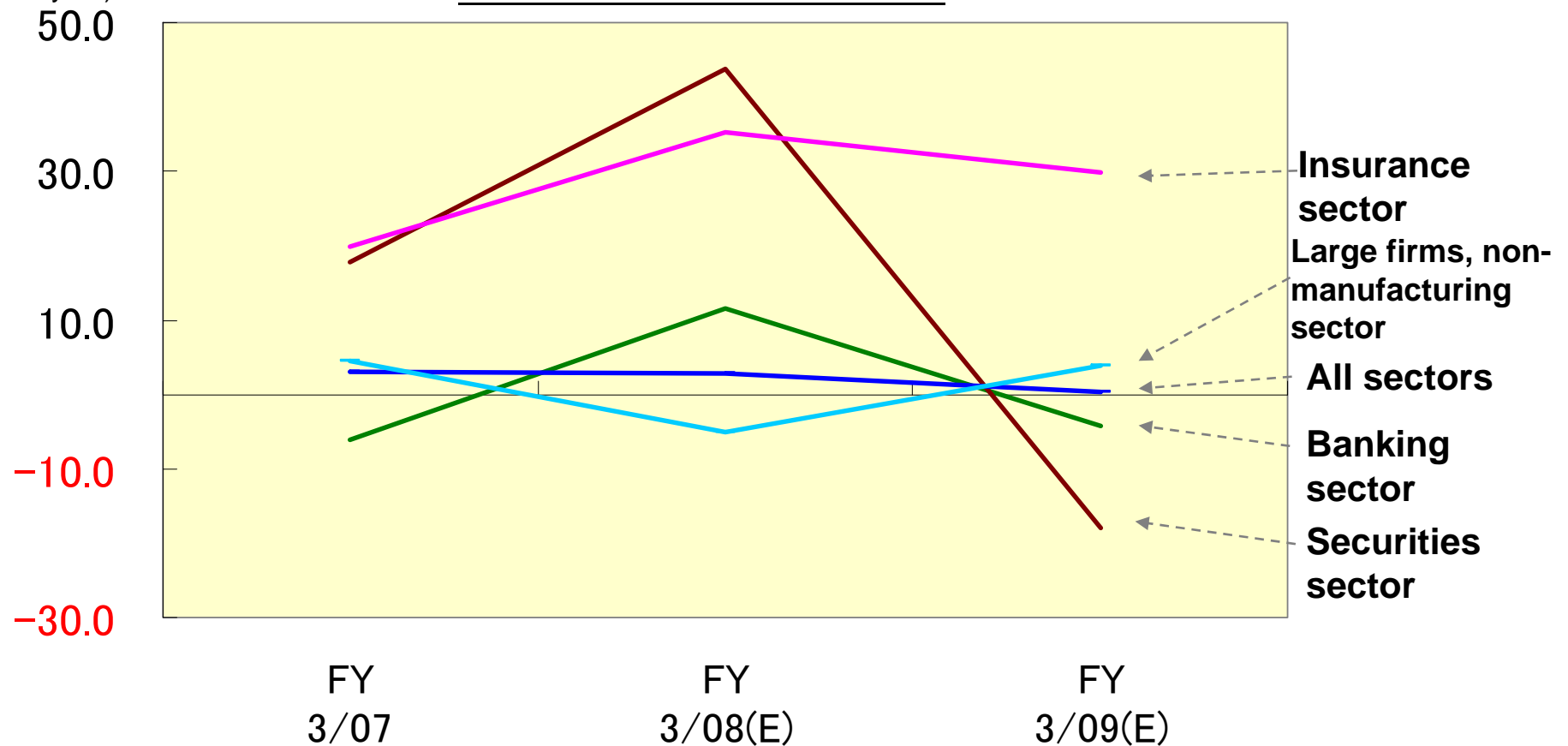
- ✓ Internal system is currently being designed

Assessing the business environment (1)

➤ The financial sector will lose momentum during the fiscal year ending March 31, 2009, and the basic business environment will deteriorate

■ Demand in the insurance sector will remain strong.

(% year-on-year)



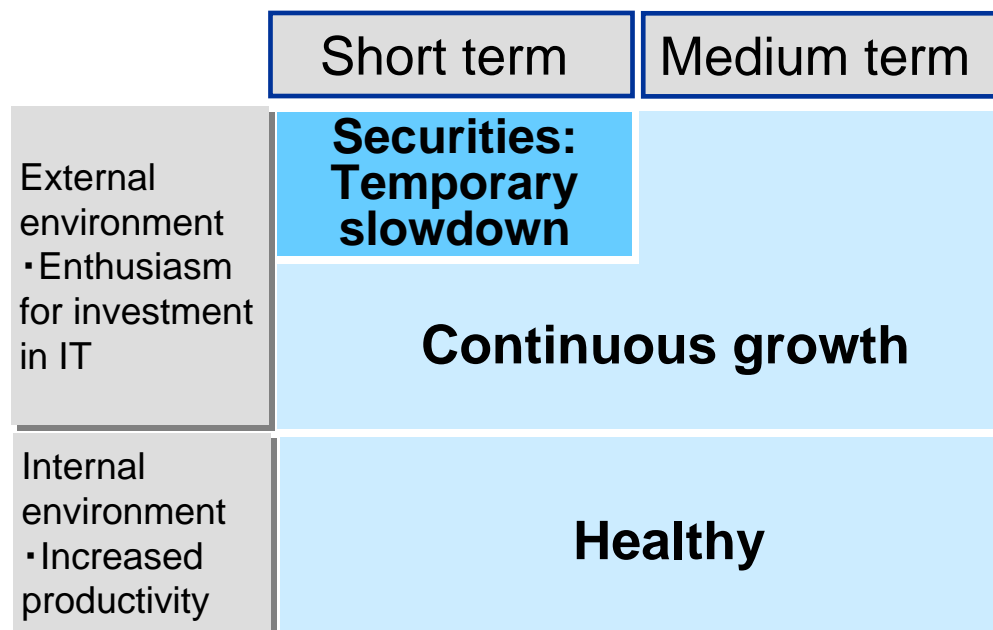
Source: Bank of Japan's Quarterly Economic Survey (published April 1, 2008), based on a survey of companies.

Assessing the business environment (2)

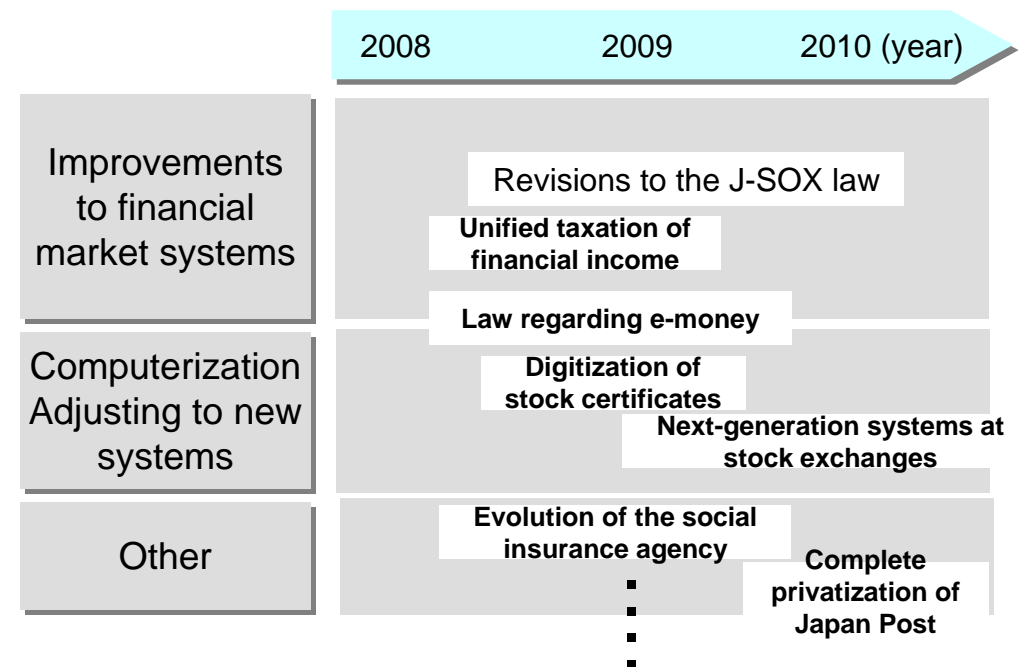
➤ Forecasts indicate that the computerization of the financial sector will advance over the medium term

■ The internal environment remains favorable

Assessing the business environment



Business opportunities in the financial IT market over the medium term



Note: Includes forecasts of future events.

Significant policies for 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. Selective utilization of external resources

5. Project supervision, quality enhancement

Sustainable growth







Preparation for the medium and long term

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

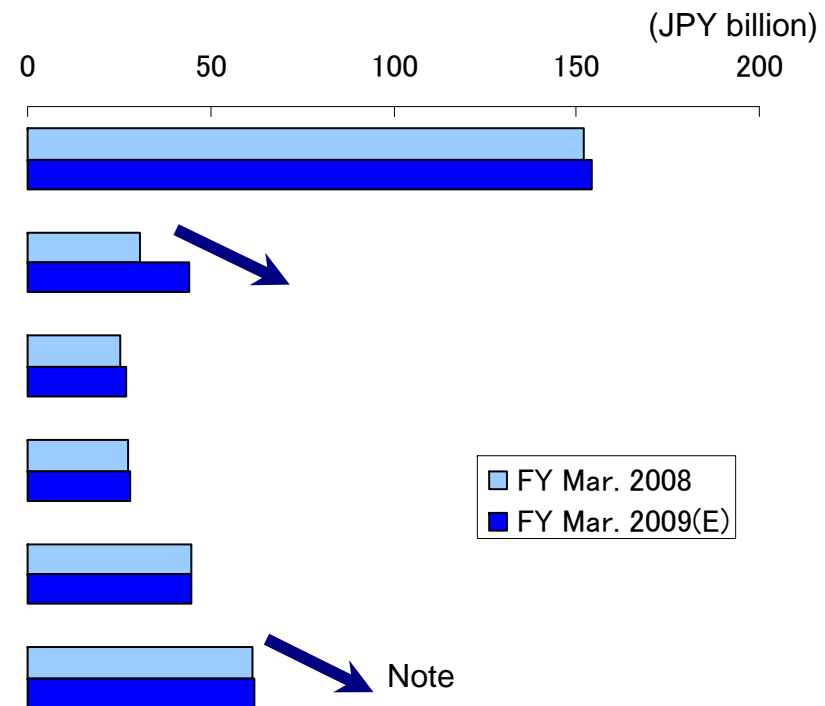
➤ Striving for overall sales growth through a focus on promising fields

- Demand is strong in the insurance sector, and NRI is adding to its resources in this area.

Strength of needs and the allocation of resources

Needs	Resource allocation	
	Maintain	Securities
	Strengthen	Insurance
	Maintain	Banking
	Maintain	Other financial businesses
	Maintain	Distribution
	Strengthen	Other sector

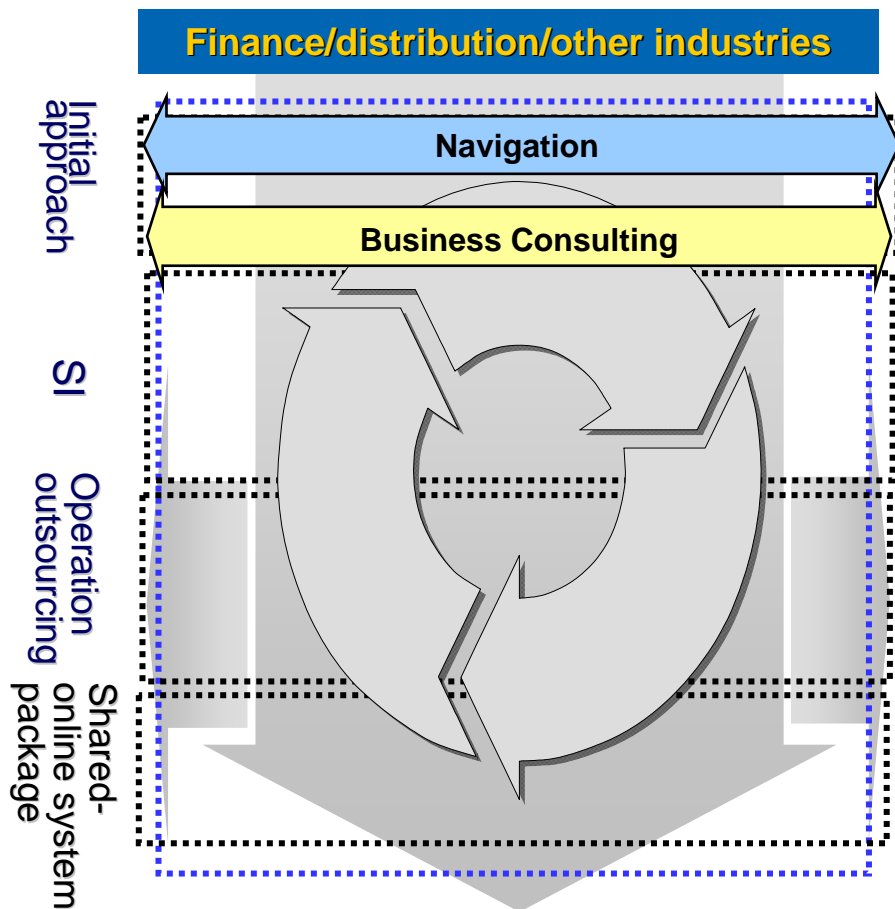
Outlook for the top line this term



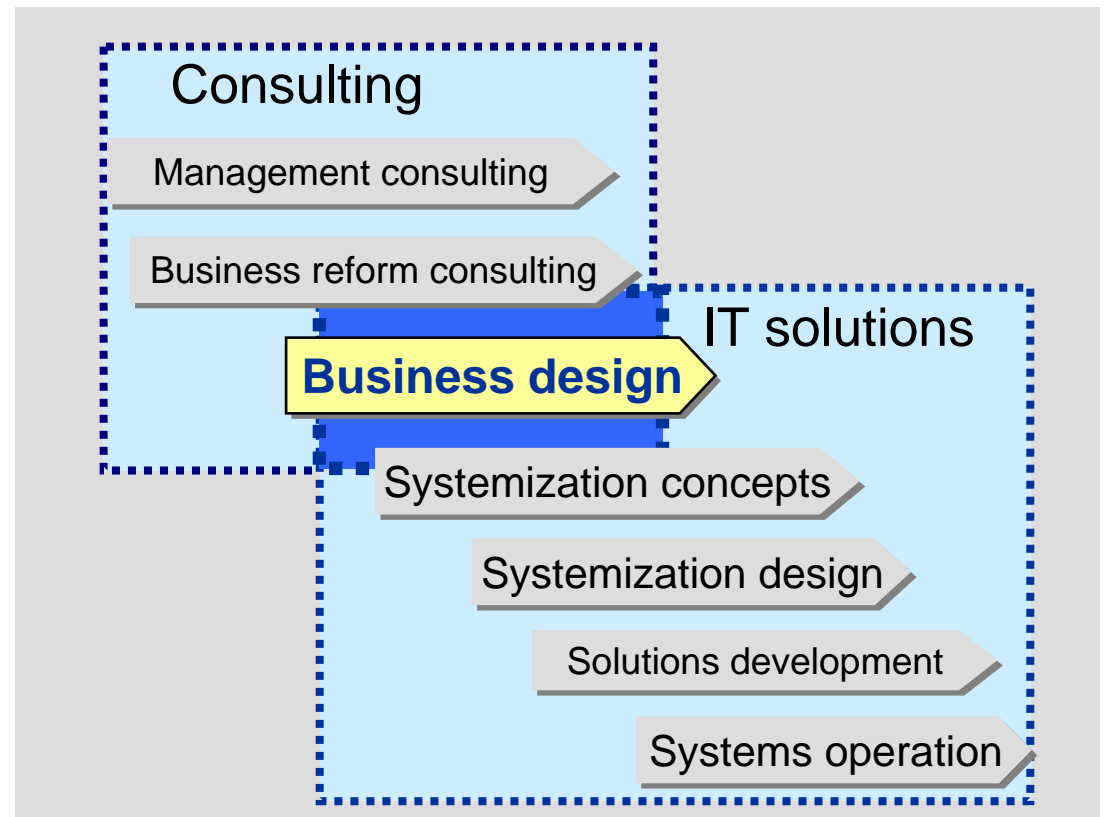
Note: Actually growing if the effects of the reclassification of client sectors are factored out.

2. Developing new clients: Strengthening navigation capabilities and business consulting functions

- Contribute to the development of clients through the provision of information and proposals, and by offering solutions from the standpoints of strategy, business, IT, and other aspects



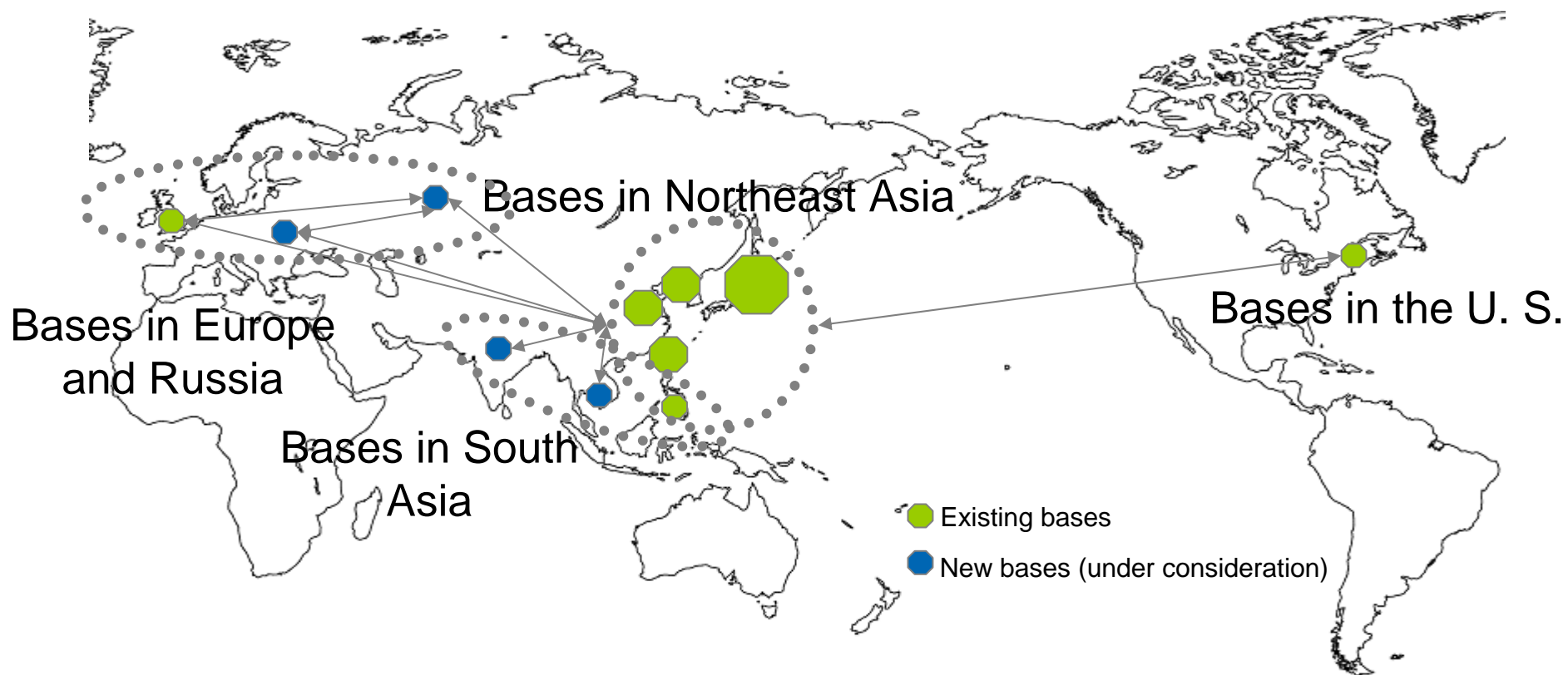
The place of business consulting



3. Asia business: Consulting business

➤ Strengthening cross-border consulting for clients in Japan and Asia

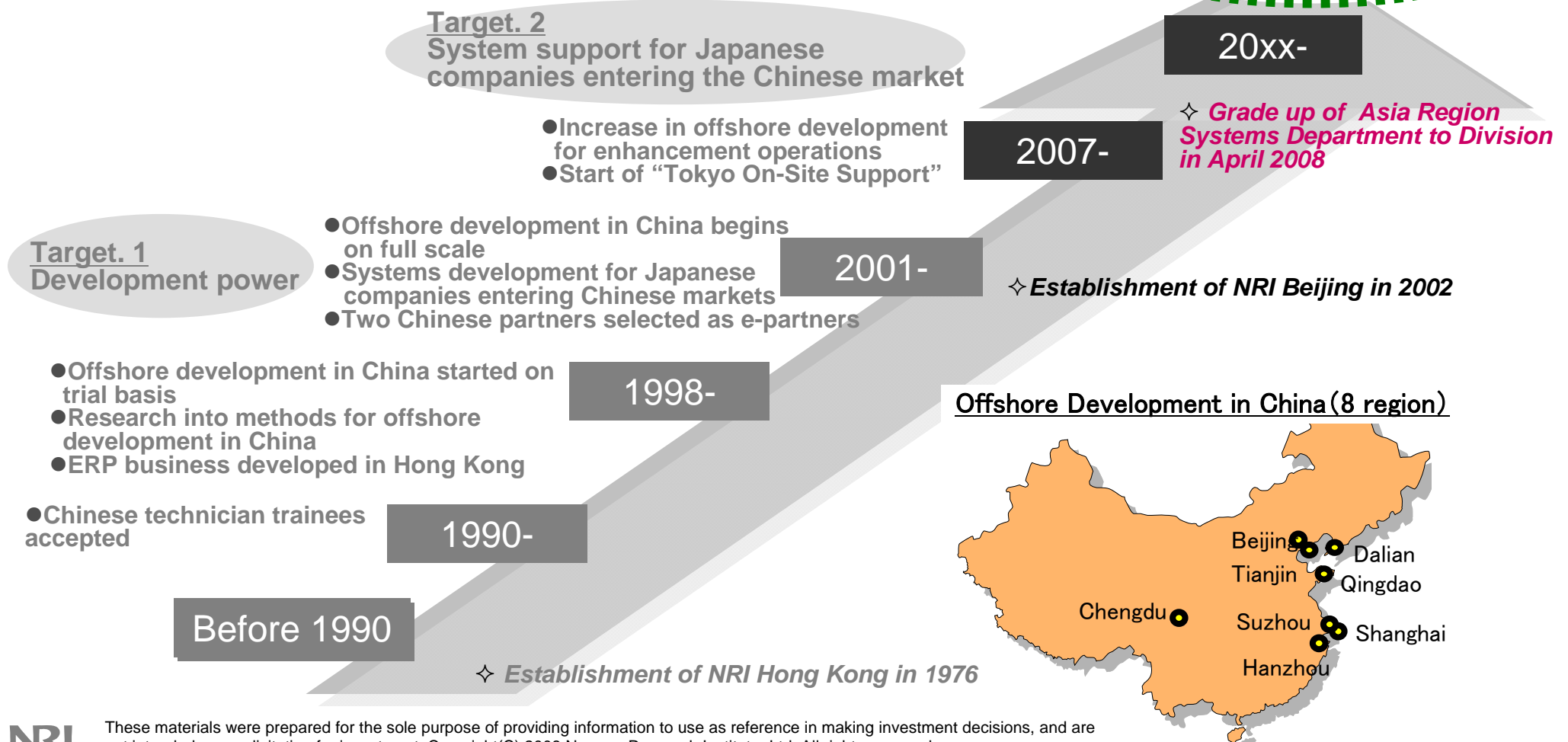
- NRI is studying new bases in Russia, India, and Vietnam, with a view to further expanding its network in emerging nations.



3. Asia business: IT solutions business

➤ Bolstering the staff at the Asia Region Systems Department to accompany its elevation to the status of a division

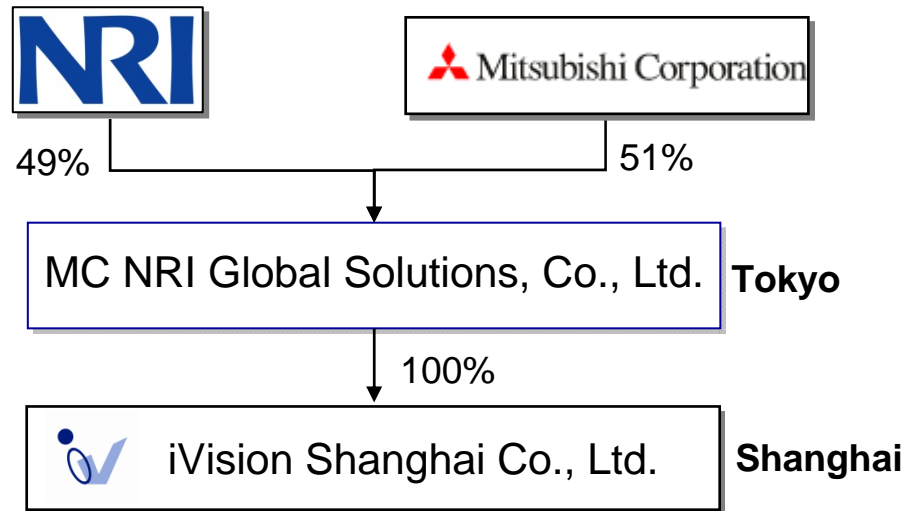
IT Solution Services in China



3. Asian business: IT solutions business

➤ NRI and Mitsubishi Corporation have reached an agreement for the joint development of business in China

Joint business structure

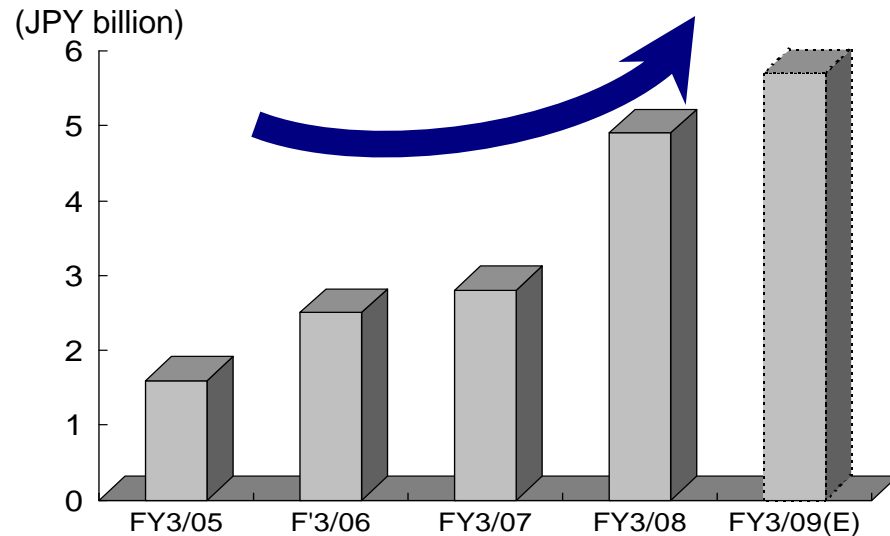


Providing ERP, SCM, and other systems solutions to Japanese-capital firms operating in China and the rest of Asia

Nihon Keizai Shimbun, April 22, 2008

3. Research and development

➤ Continue research and development focused on growth fields



Some of this fiscal year's R&D themes

- IT solutions for financial “front business”
- Credit-card-related business
- Development of IT solutions for communication-carrier companies
- Health-care field
- Research into production management and testing support methods
- Studies and research to support navigation in various fields ...etc.

Short term(1–2 years)

Medium and long term 3 years –

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

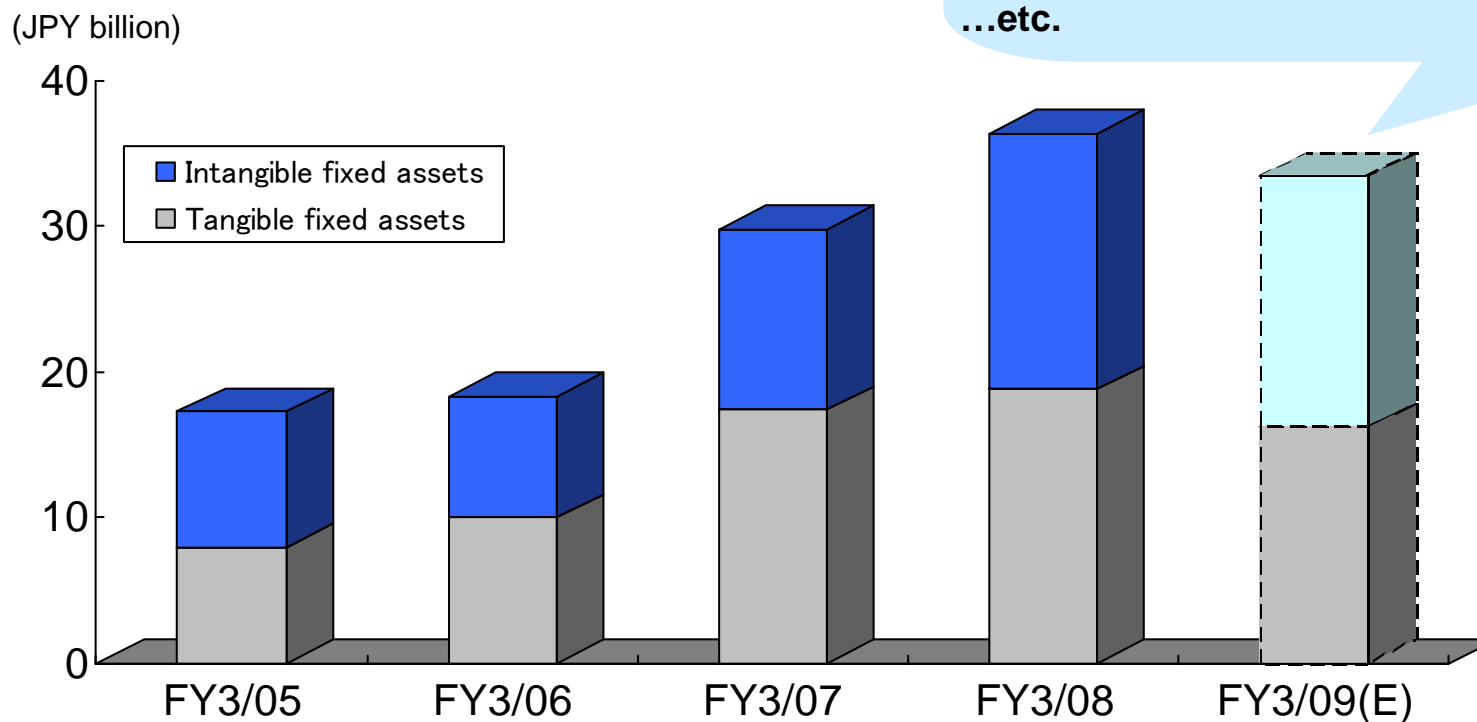
Business-related R&D
Financial, non-financial

Technological R&D **Information technology, manufacturing technology**

Pure research **Prediction of the future (social navigation)**

3. Directions for capital investment

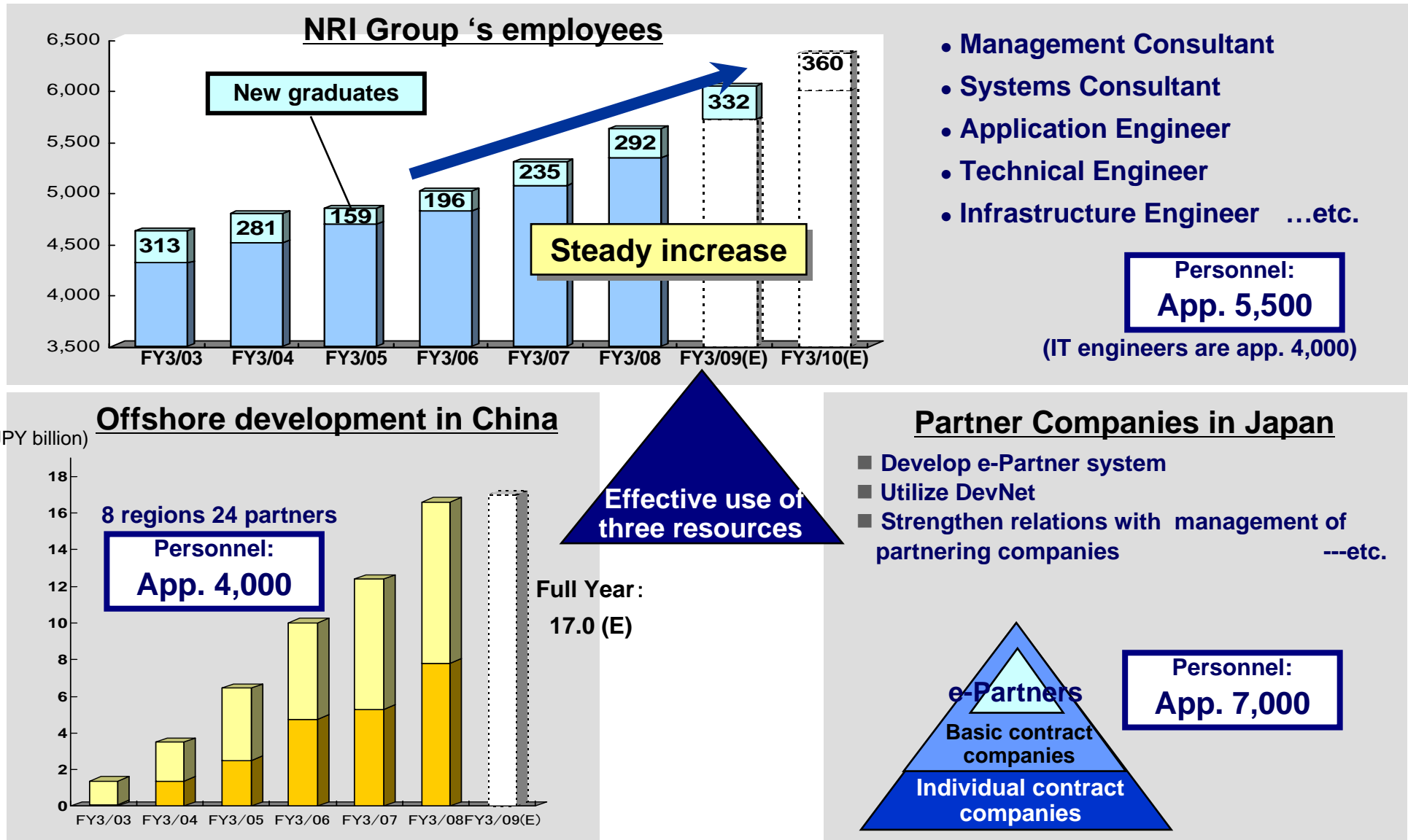
Trends in capital investment



- Revision and new development of shared-online system services
- Investment in hardware required for expansion of System Management & Operation Services
- ...etc.

4. Selective utilization of external resources

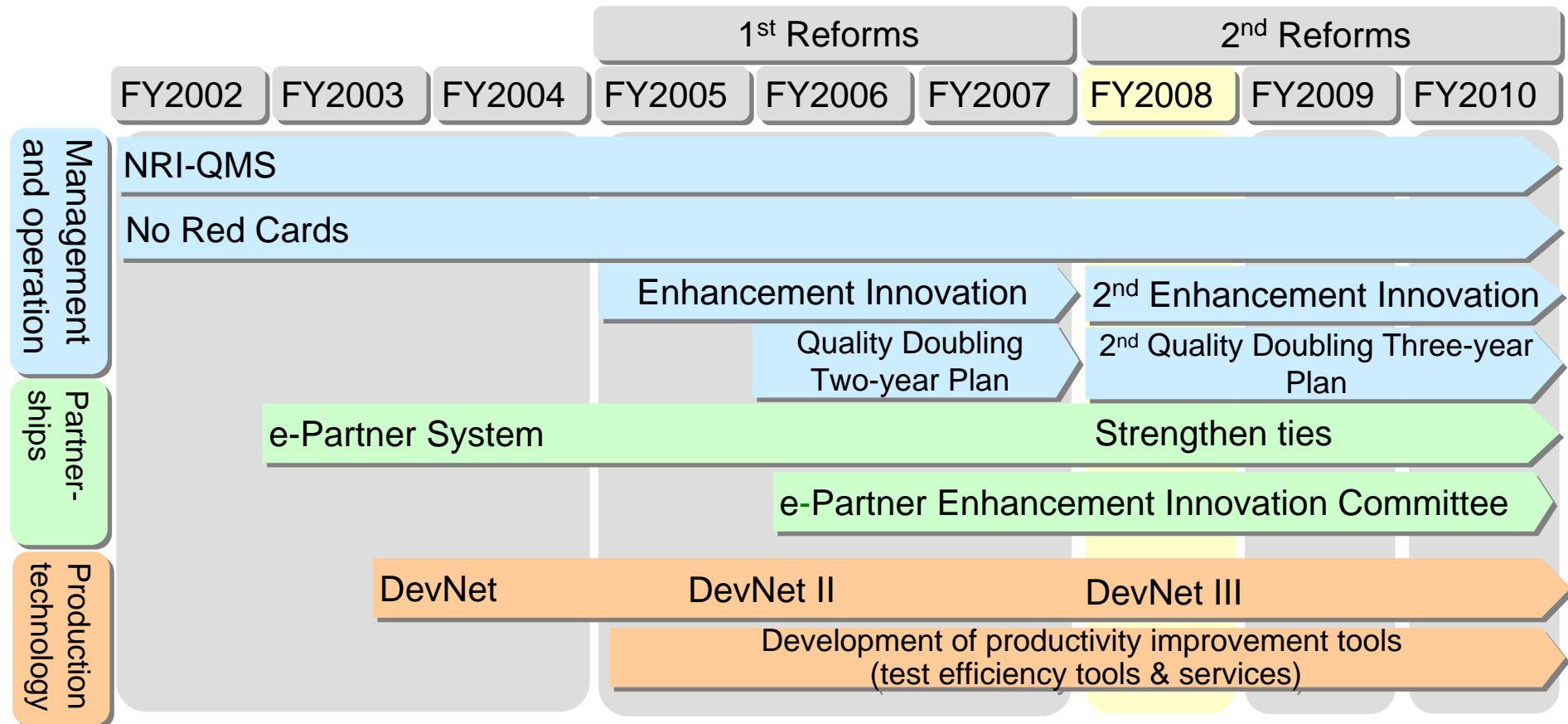
- NRI's employees + Partners (in Japan & China)



5. Project supervision and quality improvement

➤ Seek to cut the number of problems, strengthen Enhancement Work Restructuring and operation improvement

- Launch 2nd Quality Doubling Three-year Plan, reduce problems by half within three years
- Vigorous development of productivity improvement tools (test efficiency tools & services)



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 – Establishing organizations in preparation for the acceptance of Open ID

Open ID Foundation Japan

- To promote further acceptance of Open ID technology in Japan, NRI starts activities to establish the Open ID Foundation Japan (tentative name).
- Open ID was developed in 2005 by Six Apart of the U.S. This technology allows one to use the same user ID on multiple Web services.
- This system will relieve users of the necessity for managing user IDs, while making it easy for companies to win customers for their services.

Nikkei Business Daily, February 29, 2008

1. Recent activities

– Providing financial product sales assistance solutions

NAVIFACE

- NAVIFACE is a solution that helps financial institutions to propose portfolios to individual investors.
- This software can assemble the optimum portfolio of financial products based on an individual client's tolerance for risk and investment experience. It can be used by banks and financial managers to create investment portfolios while looking at the screen of a computer with the client.
- NAVIFACE is available in an ASP format or server building format.
- There are plans to link it with the BestWay account management system for over-the-counter sale of investment trusts.

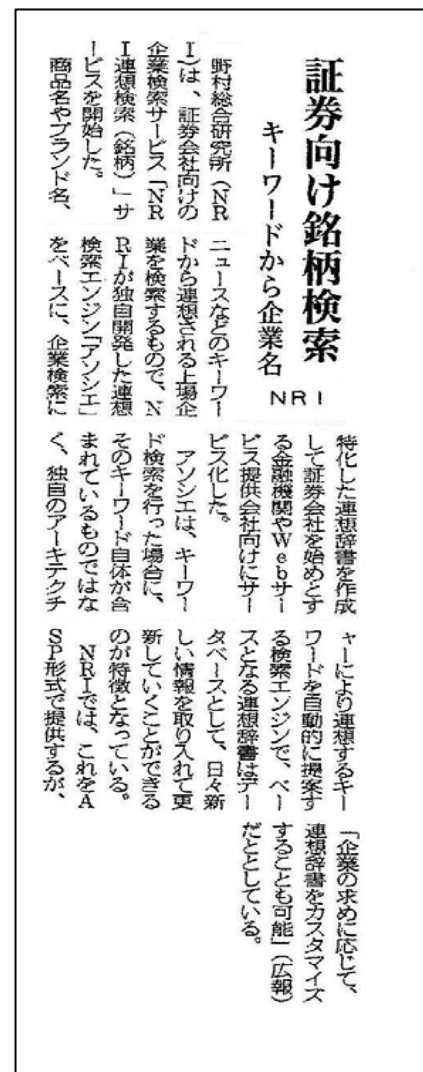
Nikkei Business Daily, February 22, 2008

1. Recent activities

– Introduction of Associative Searching (brand) services

Associative Searching (brand)

- Based on NRI's proprietary Asocie associative search engine, paired with an associative dictionary optimized for company searches, this service is aimed at securities companies and other financial institutions, and companies that offer Web services.
- On the Web sites of companies that introduce this service one can search any associated listed company by product name, brand name, news, or other keyword.
- While this is offered in ASP format, it is also possible to customize the associative dictionary according to the requirements of the client.



Information Industries and Markets News, April 8, 2008

1. Recent activities – Participant in joint establishment of world's first information security rating firm

I.S. Rating

- Rates corporate information security
- As a third party, independent from industrial and corporate groups, I.S. Rating is establishing a rating system that can be trusted both in Japan and overseas, and is working for the establishment of a global standard.
- Ratings from triple A to B are assigned based on an investigation of a firm's daily information management systems, employee training, and status of legal compliance.
- In FY2008 the company rated 400 firms and generated approximately ¥800 million in sales. A goal of ¥1,900 million in sales by FY2010 has been set.

Nikkei Business Daily, April 9, 2008

1. Recent activities

– Cutting information system problems in half

Actions to reduce problems

- Cut information system problems in half by the end of FY2010
- In April, a system that allows employees to input and access reasons for system problems will come into full operation, and NRI will work to discover reasons for problems and prevent them.
- Through efforts to reduce the rate of problems, NRI will establish a PDCA cycle to help raise productivity in new developments and enhance quality.
- NRI actively promoted measures to reduce problems and forecasted a 50% reduction from FY2006 to FY2007. Therefore, the company has set a goal of a 50% reduction beginning in FY 2008, and is pushing ahead with new efforts.

N R I

システム障害を半減へ

問題点など共有活動加速

野村総合研究所（NRI）は2010年度末までに情報システムの障害発生率半減を目指す。4月から社員が障害の発生原因などを人力・閲覧できるシステムを本格展開し、障害の原因追及や未然防止のための活動を促進。障害情報を全社レベルで共有することにも対策意識を浸透させ、生産性や品質、顧客満足度（CS）を高める。

NRIは運用を請け負う情報システムの障害発生を抑制するため、対処生を抑制するため、対処後に原因追及と会議を招集。議論の中で洗い出した問題点や情報を「障害データベース」という形でデータベース（DB）化している。

DBは06年度から一部部門で試験的に利用してきたが、このほど全社的な活用を開始。全社員がインターネットを通じて障害の度合いや直接的、根本的な原因などを把握可能になり、担当する開発業務での障害防止につなげる。また障害発生傾向分析活動にも着手。DBシステムで収集した情報をベースに、障害発生率の経緯を3カ月ごとに解析していくという。

こうした障害発生率を抑制していく取り組みを通じて、新たな開発案件の生産性と品質の向上に役立てる「PDCAサイクル」についても確立していく。「障害発生率の削減」を起点にして、「障害対応業務の減少」↓「開発業務時間の増加」↓「新規開発案件の生産性および品質向上」のサイクルを定着させていくという。

NRIでは障害発生率の低減活動をこれまでも積極的に展開。06年度からプロジェクト規模と障害の度合いに応じて対策会議や原因の追及と会議を開催してきた。さらに試験運用するDBシステムも効果を上げ、08年3月末までに発生率半減のめどをつけている。今回、08年度からさらに半減の目標を設定し、取り組みに拍車をかける。

Nikkan Kogyo Shimbun, January 31, 2008

1. Recent activities

– NRI ties for 11th place in a survey of employee job satisfaction

Companies that offer job satisfaction

- A survey by the Great Place to Work® Institute Japan. The survey by GPTW, headquartered in the U.S., appeared in *Fortune* magazine, and covered 29 countries around the world. Selection for inclusion in this list indicates that a company is in the top ranks.
- A company that offers job satisfaction is defined as one at which employees trust the company and its executives and managers, take pride in their own jobs, and feel a connection with their co-workers.
- NRI ties for 11th place among the 94 firms that participated in the survey.

11~25位の企業 (50音順)

*4-数値は経営収益

社名	従業員数	女性社員比率	正社員で人数の多い職種	前年度売上	従業員の声コメント
アストラゼネカ	2925人	30.7%	MR(医薬情報担当者)	1704億1700万円	金銭的豊満さに驚いている。正当な報酬をもらっている。誰にでもチャンスが与えられている。勤怠力があり、可能性がある
INAX	5651人	33.3%	---	2777億6200万円	部署を超えても協力したいと思える空気がある。仕事を任せられ、ある程度自由に仕事ができる。若い社員でも活躍の場がある
インターネットイニシアティブ	642人	19.6%	総務	395億2600万円	自由で平等。社員がすべてフラットで、上司とも気軽に話ができる。やりたいことをやらせてもらえ、正社員に昇格してもらえる
SAPジャパン	1360人	25.0%	コンサルタント	658億5200万円	会社の成長・発展と個人の成長・発展が連動し、実感できる。性別や学歴による差別が少ない。年齢に関係なく自由に意見が言える
カゴメ	1798人	23.9%	営業	1742億4900万円	職場と家庭の両立。長年を貫いている企業。やりたいことを実現すれば実現する機会を与えてもらえる。アットホームな会社
サイバーエージェント	846人	43.3%	営業	417億8600万円	成長の機会が与えられていて、仕事で自分らしさを出せる。若手に責任のある仕事を与えられる。失敗してもチャンスが与えられる
東京スター銀行	1287人	36.5%	個人向け営業	737億2600万円	誰にでも平等にチャンスがある。産休・育休休暇、介護休暇など女性に優しい職場。経営者と話す機会が多い
日本イーライリリー	1819人	27.8%	MR(医薬情報担当者)	821億8600万円	社員が積極的に発言できる。年齢、性別、人間性に関わらず、能力で評価される。チャレンジングな機会を与えてくれる
日本オラル	1709人	18.3%	セールスコンサルタント	1007億6700万円	最先端テクノロジーで顧客の経営支援ができる。家庭生活とのバランスを考慮してくれる。在宅勤務のシステムがある
野村総合研究所	4407人	14.9%	システムエンジニア	3102億8000万円	社会的に重要な大きい仕事の土壌に携わることができる。人材のレベルが高く刺激になる。上下関係がなく、自由に意見を言える
ペンチャー・リンク	1030人	41.2%	営業	58億4000万円	正しい価値は定価への促進と評価される。見直し。責任ある業務を任せてくれる。自身の夢と会社の活動を一貫させることができる
マクニカ	1034人	19.8%	営業	1060億4800万円	正義感の強い社員。若いうちから仕事を任せてもらえる。意欲が強い。担当をきめるすべての人が自主的に行動できる環境がある
三井住友銀行	2743人	32.0%	---	2兆9258億6500万円*	自由な発想による仕事が可能で、個人の働き方の自由度が高い。上司に意見を言いやすい。自分の業務がちゃんと認められている
良品計画	5655人	67.9%	販売	1382億2100万円	年齢、性別、学歴に関係なく努力が評価されている。やる気さえあればステップアップの機会がある。多角的にチャレンジできる部署がある
ワークスアプリケーションズ	777人	19.7%	研究開発	129億5500万円	経営者がビジョンを明確にしている。勤務時間や規則。ルールに縛られることがほとんどない。社員がモラルを持って行動している

調査概要
今回の「働きがい・働きやすさ」はGreat Place to Work® Institute JapanがGPTWジャパンが実施。調査に参画した94社のアンケート結果を基にスコアが算出された。スコアが高い会社は「働きがいのある会社」として発表された。今回の調査は調査対象の会社として発表された。今回の調査は調査対象の会社として発表された。今回の調査は調査対象の会社として発表された。

Nikkei Business, January 28, 2008

2. Example of a project

The logo for KOKUYO, featuring the word "KOKUYO" in a stylized, blue, blocky font.

**KOKUYO COMMERCERCE
(SHANGHAI) CO., LTD.**

**Development and operation of core businesses
and mail-order support systems**

3. Others - Supplementary explanation

FY March 2009 Consolidated Earnings Model

- Sales of JPY360.0 billion and operating profit of JPY53.0 billion

(Unit:JPY billion)

	FY Mar. 2008 (Results)	FY Mar. 2009 (Forecasts) ^{Note}	Difference	YoY change
Sales	342.2	360.0	+17.7	+5.2%
Cost of Sales	238.5	250.0	+11.4	+4.8%
Personnel	52.8	57.0	+4.1	+7.9%
Subcontracting Costs	118.5	123.0	+4.4	+3.7%
Depreciation	15.2	20.0	+4.7	+31.4%
Gross Profit	103.7	110.0	+6.2	+6.0%
Gross Profit Margin	30.3%	30.6%	+0.2P	
SG&A	51.0	57.0	+5.9	+11.6%
Operating Profit	52.6	53.0	+0.3	+0.6%
Operating Profit Margin	15.4%	14.7%	(0.7P)	

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

3. Others - Branding Activities

Forum



NRI New Years Forum 2008[Tokyo] (Jan. 30th in 2008)
[Osaka] (Jan. 17th in 2008)

Exhibition



Itpro Expo 2008 (Tokyo) (Jan. 30th to Feb. 1st in 2008)

Publications



(note) Books published after Jan. 2008