

Financial Results

for 3rd Quarter FY March 2013

January 30, 2013

Nomura Research Institute, Ltd.



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2. Recent Activities

Highlights of Consolidated Results <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2012 Total (Apr.-Dec.)	3Q FY Mar. 2013 Total (Apr.-Dec.)	Diff.	YoY change
Sales	244,379	260,360	+15,980	+6.5%
Operating Profit	30,625	31,290	+665	+2.2%
Operating Profit Margin	12.5%	12.0%	(0.5P)	
Net Income	24,495	20,477	(4,018)	(16.4%) ^(*)

(*)Impact of extraordinary profit posted in 1Q of the previous fiscal year

Key Factors in Financial Results for 3Q FY March 2013

● Sales in first three quarters rose 6.5% year-on-year

1. Consulting sales increased 8.2%, driven by consulting services for government agencies and system consulting.
2. Financial IT Solutions sales were up 4.7% due to increased sales from services to the securities, banking and other financial sectors.
3. Industrial IT Solutions saw a 14.7% increase in sales, attributable to the launch of services for new clients (Ajinomoto and others).

● Operating profit over first three quarters up 2.2%

1. With higher sales, the Consulting segment recorded improved operating profit
2. The Financial IT Solutions segment saw an increase in the utilization rate in the securities industry and banking industry.
3. Industrial IT Solutions' profitability improved, leading to higher operating profit.

● Net income over first three quarters was up, when excluding special factors such as extraordinary profit/losses in previous and current fiscal period

1. Net profit was down 16.4% year-on-year due in part to extraordinary profit posted in 1Q FY March 2012 (7.5 billion yen impact on net income).

Sales by Segment <3Q Total>

(Unit:JPY million)						
	3Q FY Mar. 2012 Total (Apr.-Dec.)	Share	3Q FY Mar. 2013 Total (Apr.-Dec.)	Share	Diff.	YoY Change
Consulting	15,282	6.3%	16,528	6.3%	+1,246	+8.2%
Financial IT Solutions	147,593	60.4%	154,551	59.4%	+6,957	+4.7%
Securities	71,603	29.3%	76,987	29.6%	+5,384	+7.5%
Insurance	41,055	16.8%	38,478	14.8%	(2,577)	(6.3%)
Banking	18,435	7.5%	20,303	7.8%	+1,867	+10.1%
Other financial	16,498	6.8%	18,781	7.2%	+2,283	+13.8%
Industrial IT Solutions	53,312	21.8%	61,166	23.5%	+7,853	+14.7%
Distribution	31,918	13.1%	33,222	12.8%	+1,303	+4.1%
Manufacturing, service and other	21,394	8.8%	27,944	10.7%	+6,550	+30.6%
IT Platform Services	21,890	9.0%	21,540	8.3%	(350)	(1.6%)
Others	6,299	2.6%	6,573	2.5%	+273	+4.3%
Total	244,379	100.0%	260,360	100.0%	+15,980	+6.5%
Nomura Holdings	63,469	26.0%	66,776	25.6%	+3,306	+5.2%
Seven & i Holdings	29,371	12.0%	33,437	12.8%	+4,065	+13.8%

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

Sales by Segment <3Q>

(Unit:JPY million)						
	3Q FY Mar. 2012 (Oct.-Dec.)	Share	3Q FY Mar. 2013 (Oct.-Dec.)	Share	Diff.	YoY Change
Consulting	5,614	6.8%	5,900	6.9%	+285	+5.1%
Financial IT Solutions	50,068	60.4%	49,853	58.0%	(215)	(0.4%)
Securities	25,158	30.4%	23,865	27.7%	(1,293)	(5.1%)
Insurance	12,911	15.6%	12,419	14.4%	(491)	(3.8%)
Banking	6,252	7.5%	6,951	8.1%	+699	+11.2%
Other financial	5,746	6.9%	6,617	7.7%	+870	+15.2%
Industrial IT Solutions	17,680	21.3%	20,782	24.2%	+3,102	+17.5%
Distribution	10,750	13.0%	11,417	13.3%	+666	+6.2%
Manufacturing, service and other	6,930	8.4%	9,365	10.9%	+2,435	+35.1%
IT Platform Services	7,444	9.0%	7,330	8.5%	(113)	(1.5%)
Others	2,085	2.5%	2,133	2.5%	+47	+2.3%
Total	82,893	100.0%	86,000	100.0%	+3,106	+3.7%
Nomura Holdings	22,884	27.6%	19,969	23.2%	(2,914)	(12.7%)
Seven & i Holdings	9,991	12.1%	11,509	13.4%	+1,517	+15.2%

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

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Segment performance results <3Q Total>

■including Inter-segment sales for each segment

(Unit:JPY million)

		3Q FY Mar. 2012 Total (Apr.-Dec.)	3Q FY Mar. 2013 Total (Apr.-Dec.)	Diff.	YoY Change
Consulting	Sales	15,375	16,614	+1,239	+8.1%
	OP	1,742	1,899	+156	+9.0%
	OPM	11.3%	11.4%	+0.1P	
Financial IT Solutions	Sales	147,676	154,674	+6,997	+4.7%
	OP	14,665	14,799	+134	+0.9%
	OPM	9.9%	9.6%	(0.4P)	
Industrial IT Solutions	Sales	53,468	61,198	+7,730	+14.5%
	OP	2,972	4,522	+1,550	+52.2%
	OPM	5.6%	7.4%	+1.8P	
IT Platform Services	Sales	76,384	77,539	+1,154	+1.5%
	OP	8,544	8,247	(297)	(3.5%)
	OPM	11.2%	10.6%	(0.6P)	

Sales by Service <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2012 Total (Apr.-Dec.)	Share	3Q FY Mar. 2013 Total (Apr.-Dec.)	Share	Diff.	YoY Change
Consulting Services	26,212	10.7%	28,359	10.9%	+2,147	+8.2%
System Development & System Application Sales	89,499	36.6%	97,849	37.6%	+8,350	+9.3%
System Management & Operation Services	122,395	50.1%	127,761	49.1%	+5,365	+4.4%
Product Sales	6,272	2.6%	6,389	2.5%	+116	+1.9%
Total	244,379	100.0%	260,360	100.0%	+15,980	+6.5%

P/L Highlight <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2012 Total (Apr.-Dec.)	3Q FY Mar. 2013 Total (Apr.-Dec.)	Diff.	YoY Change
Sales	244,379	260,360	+15,980	+6.5%
Cost of Sales	171,317	186,107	+14,790	+8.6%
Subcontracting Costs	80,859	88,328	+7,468	+9.2%
Gross Profit	73,061	74,252	+1,190	+1.6%
Gross Profit Margin	29.9%	28.5%	(1.4P)	
SG&A	42,436	42,961	+524	+1.2%
Operating Profit	30,625	31,290	+665	+2.2%
Operating Profit Margin	12.5%	12.0%	(0.5P)	

P/L Highlight cont. <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2012 Total (Apr.-Dec.)	3Q FY Mar. 2013 Total (Apr.-Dec.)	Diff.	YoY Change
Operating Profit	30,625	31,290	+665	+2.2%
Non-operating gain and loss	1,251	1,495	+243	
Other Income and Expense	10,820	(2,981)	(13,801)	
Gain on sales of subsidiaries and affiliates' stocks	8,564	—	(8,564)	
Bonus dividends income	3,010	—	(3,010)	
Gain on negative goodwill	—	4,661	+4,661	
Loss on sales of property and equipment	—	(7,732)	(7,732)	
Income taxes etc.	18,201	9,330	(8,871)	
Net Income	24,495	20,477	(4,018)	(16.4%)

Order Backlog (Outstanding)

(Unit:JPY million)

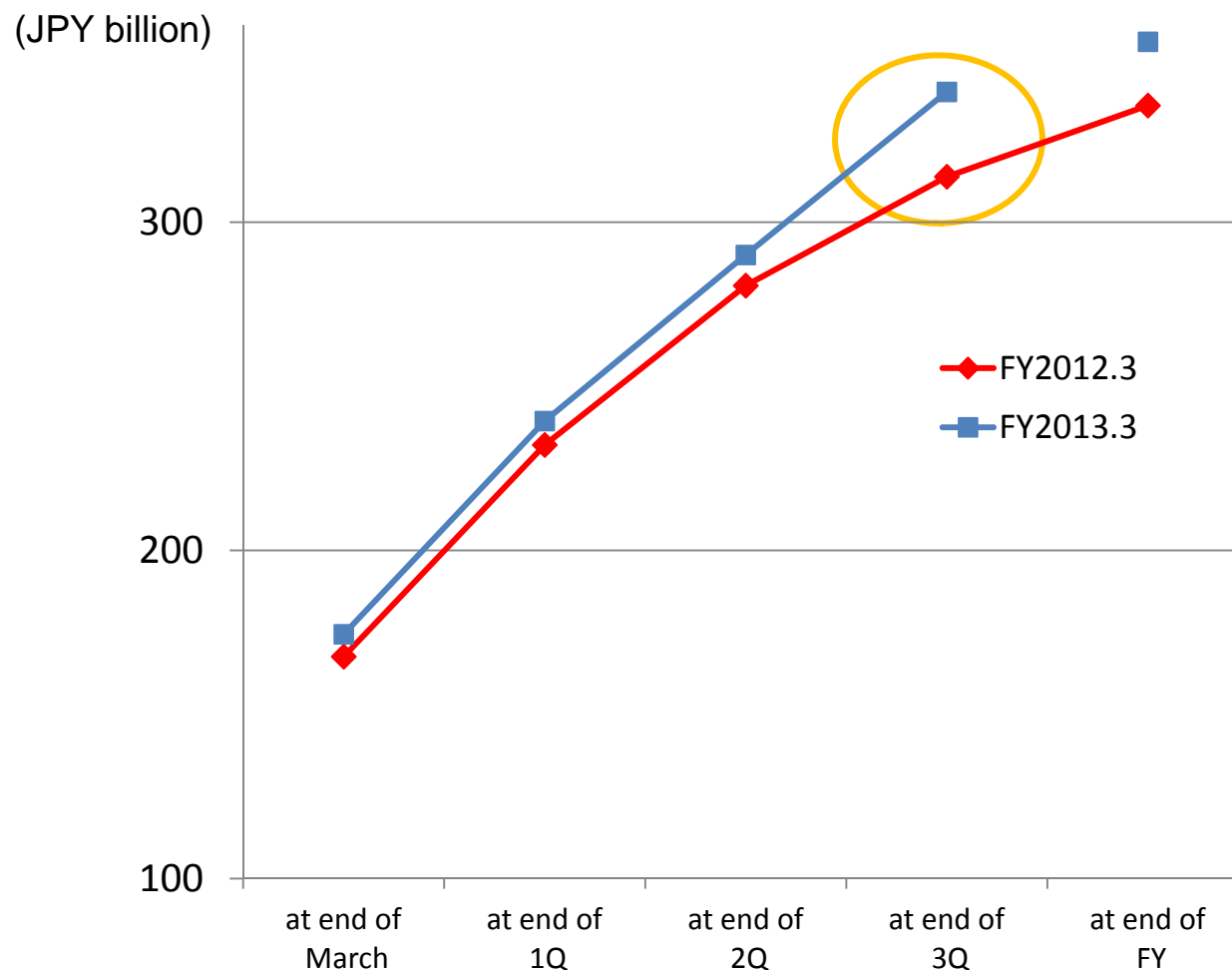
	At end of Dec. 2011	At end of Dec. 2012	Diff.	YoY Change
Consulting	5,351	5,004	(346)	(6.5%)
Financial IT Solutions	47,941	58,284	+10,342	+21.6%
Industrial IT Solutions	16,112	17,642	+1,529	+9.5%
IT Platform Services	5,734	5,070	(664)	(11.6%)
Other	1,441	1,529	+88	+6.1%
Total	76,581	87,531	+10,949	+14.3%
Order backlog in the current FY	69,489	79,367	+9,878	+14.2%

1. Financial Results for 3rd Quarter FY March 2013

2. Recent Activities

Sales + Consolidated Order Backlog

- **Orders and orders backlog were favorable in 3Q**
order backlog (of which current fiscal year) + cumulative sales



Results through 3Q and Full-Year Earnings Forecast








➤ Earnings through 3Q were in line with full-year forecasts

(Unit: JPY billion)

		1Q	2Q	3Q	4Q	Total
FY Mar. 2010	Sales	81.5	85.3	85.2	86.4	338.6
	OP	9.9	12.1	10.6	7.3	40.0
	OPM	12.2%	14.2%	12.5%	8.5%	11.8%
FY Mar. 2011	Sales	80.6	81.4	79.8	84.3	326.3
	OP	6.5	9.4	11.0	11.4	38.4
	OPM	8.1%	11.6%	13.8%	13.5%	11.8%
FY Mar. 2012	Sales	78.4	83.0	82.8	91.1	335.5
	OP	8.6	11.4	10.5	12.5	43.1
	OPM	11.0%	13.8%	12.7%	13.7%	12.9%
FY Mar. 2013 (Figures for 4Q and full year are estimates)	Sales	84.4	89.9	86.0	94.6	355.0
	OP	8.2	12.3	10.7	13.7	45.0
	OPM	9.8%	13.7%	12.5%	14.5%	12.7%

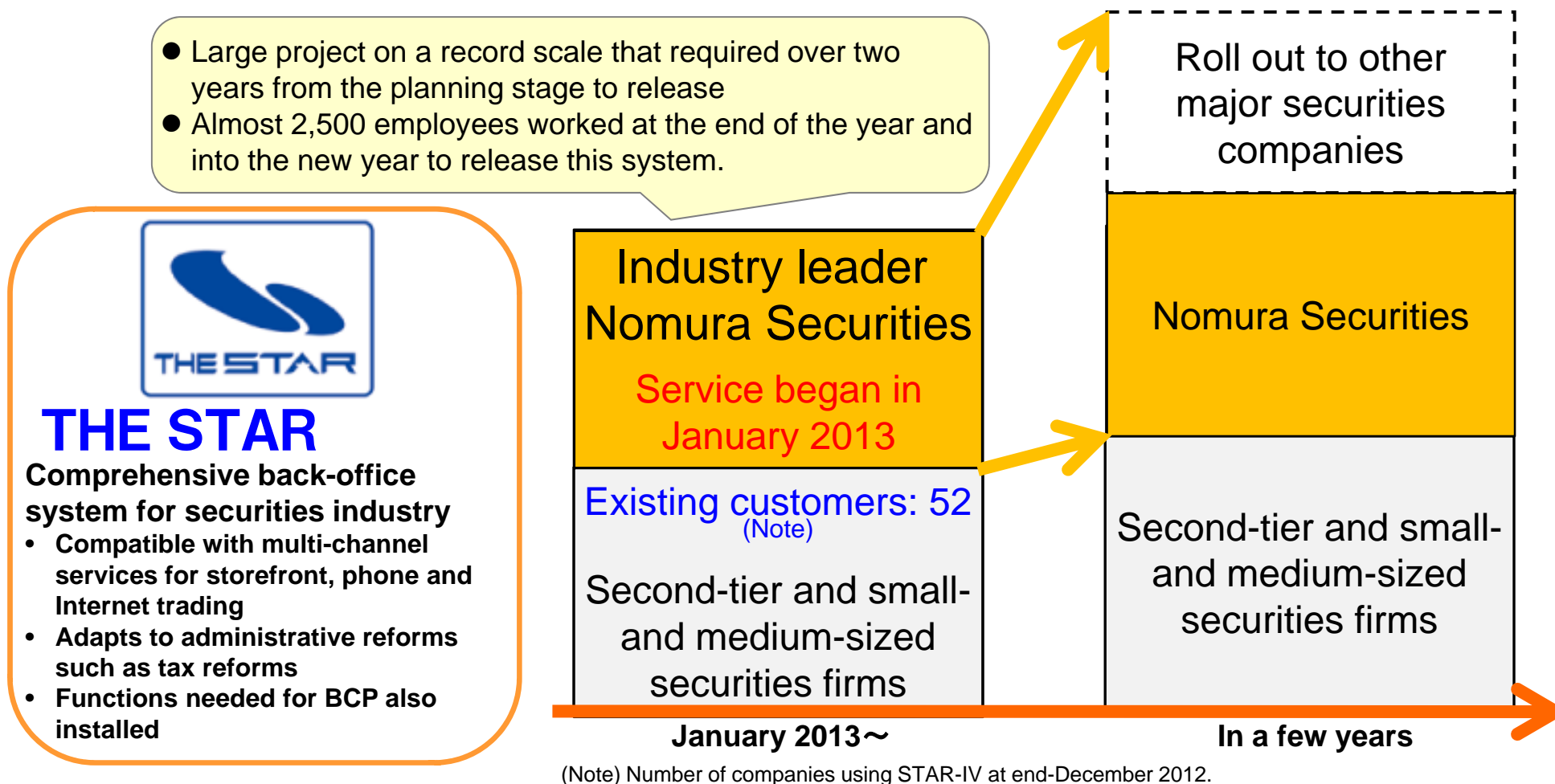
Current Initiatives to Top-Line Expansion

Current initiatives by sector

Consulting		<ul style="list-style-type: none"> • Promote support for clients' IT departments (PMO, etc.), respond to government and municipal office as well as overseas projects primarily in Asia
Financial IT Solutions		
Securities		<ul style="list-style-type: none"> • Rolled out THE STAR as planned at Nomura Securities and began the next stage of system renewal. • Continue marketing aimed at increasing STAR-IV clients (Mito Securities has decided to introduce the system).
Insurance		<ul style="list-style-type: none"> • Activities to acquire additional projects with a focus on existing large clients. • Expand services for private life and non-life insurance sector to respond to trends in industry reorganization
Banking		<ul style="list-style-type: none"> • Steady acquisition of clients with Internet banking system Value Direct
Other financial		<ul style="list-style-type: none"> • For asset management ASP, (1) strengthen front-line and mid-level services and (2) update services utilizing crowd technology and pursue BPO businesses
Industrial IT Solutions		
Distribution		<ul style="list-style-type: none"> • Respond to domestic and overseas expansion by major client
Manufacturing, service and other		<ul style="list-style-type: none"> • Continue efforts to acquire new clients and new deals, with a focus on the consumer industry (consumer goods manufacturing, etc.)

Recent Initiatives in the Securities Sector

➤ Rolled out THE STAR at Nomura Securities as planned on January 4 2013



Recent Initiatives in the Banking Sector

- Favorable increase the number of customers using Value Direct Internet banking service

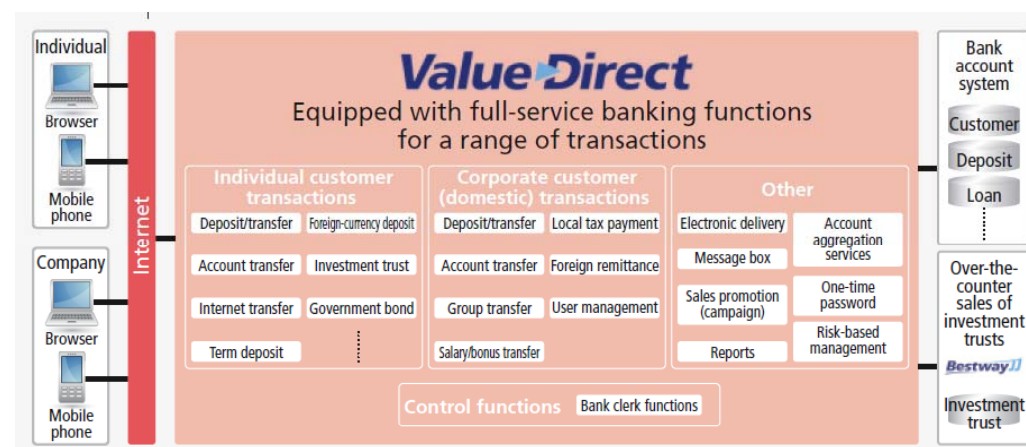
Value Direct

Suruga Bank
Minato Bank
Nanto Bank
Sawakami Asset Management

:

Decision to adopt at 12 banks^(note)
<In operation at 6 banks>

(note) As of January 2013



Note: Value Direct provides full banking functions to handle a series of transactions, including transfers and payments, term deposits, foreign currency deposits, mutual funds, government bonds, and loans. Value Direct/Mutual Fund offers the mutual fund functions from Value Direct

Extraordinary Losses and Profits

- **Extraordinary profits resulting from TOB of Daiko Clearing Services Corporation and extraordinary loss resulting from off-balance sheet treatment of Osaka Data Center were posted in 3Q**

	TOB of Daiko Clearing Services Corporation		Off-balance sheet treatment of Osaka Data Center
Objective	To further promote STAR-IV	Objective	To improve asset efficiency
Impact on P/L	4.6 billion yen in extraordinary profit (tax-free)	Impact on P/L	7.7 billion yen in extraordinary loss (loss on sale of fixed assets)

The impact on net income for this fiscal period is minimal and does not result in any change to full-year financial result forecasts.

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. Other Financial Result-related Data**
- 2. Recent Activities (excerpts from articles in magazines, newspapers, etc.)**
- 3. Example of projects**
- 4. Other**

1. Other Financial Result-related Data

Highlights of Consolidated Results <3Q>

(Unit:JPY million)

	3Q FY Mar. 2012 (Oct.-Dec.)	3Q FY Mar. 2013 (Oct.-Dec.)	Diff.	YoY change
Sales	82,893	86,000	+3,106	+3.7%
Operating Profit	10,543	10,715	+171	+1.6%
Operating Profit Margin	12.7%	12.5%	(0.3P)	
Net Income	4,791	7,070	+2,278	+47.6%

1. Other Financial Result-related Data

Sales by Segments <3Q>

(Unit:JPY million)						
	3Q FY Mar. 2012 (Oct.-Dec.)	Share	3Q FY Mar. 2013 (Oct.-Dec.)	Share	Diff.	YoY Change
Consulting	5,614	6.8%	5,900	6.9%	+285	+5.1%
Financial IT Solutions	50,068	60.4%	49,853	58.0%	(215)	(0.4%)
Securities	25,158	30.4%	23,865	27.7%	(1,293)	(5.1%)
Insurance	12,911	15.6%	12,419	14.4%	(491)	(3.8%)
Banking	6,252	7.5%	6,951	8.1%	+699	+11.2%
Other financial	5,746	6.9%	6,617	7.7%	+870	+15.2%
Industrial IT Solutions	17,680	21.3%	20,782	24.2%	+3,102	+17.5%
Distribution	10,750	13.0%	11,417	13.3%	+666	+6.2%
Manufacturing, service and other	6,930	8.4%	9,365	10.9%	+2,435	+35.1%
IT Platform Services	7,444	9.0%	7,330	8.5%	(113)	(1.5%)
Others	2,085	2.5%	2,133	2.5%	+47	+2.3%
Total	82,893	100.0%	86,000	100.0%	+3,106	+3.7%
Nomura Holdings	22,884	27.6%	19,969	23.2%	(2,914)	(12.7%)
Seven & i Holdings	9,991	12.1%	11,509	13.4%	+1,517	+15.2%

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

1. Other Financial Result-related Data

Segment performance results <3Q>

■including Inter-segment sales for each segment

(Unit:JPY million)

		3Q FY Mar. 2012 (Oct.-Dec.)	3Q FY Mar. 2013 (Oct.-Dec.)	Diff.	YoY Change
Consulting	Sales	5,644	5,925	+281	+5.0%
	OP	929	866	(63)	(6.8%)
	OPM	16.5%	14.6%	(1.8P)	
Financial IT Solutions	Sales	50,115	49,886	(229)	(0.5%)
	OP	5,153	5,074	(79)	(1.5%)
	OPM	10.3%	10.2%	(0.1P)	
Industrial IT Solutions	Sales	17,776	20,793	+3,017	+17.0%
	OP	562	1,803	+1,240	+220.8%
	OPM	3.2%	8.7%	+5.5P	
IT Platform Services	Sales	26,768	25,783	(985)	(3.7%)
	OP	3,164	2,495	(669)	(21.2%)
	OPM	11.8%	9.7%	(2.1P)	

1. Other Financial Result-related Data

Sales by Service <3Q>

(Unit:JPY million)

	3Q FY Mar. 2012 (Oct.-Dec.)	Share	3Q FY Mar. 2013 (Oct.-Dec.)	Share	Diff.	YoY Change
Consulting Services	9,009	10.9%	9,764	11.4%	+755	+8.4%
System Development & System Application Sales	30,782	37.1%	31,076	36.1%	+294	+1.0%
System Management & Operation Services	41,075	49.6%	43,176	50.2%	+2,101	+5.1%
Product Sales	2,027	2.4%	1,982	2.3%	(44)	(2.2%)
Total	82,893	100.0%	86,000	100.0%	+3,106	+3.7%

1. Other Financial Result-related Data

P/L Highlight <3Q>

(Unit:JPY million)

	3Q FY Mar. 2012 (Oct.-Dec.)	3Q FY Mar. 2013 (Oct.-Dec.)	Diff.	YoY Change
Sales	82,893	86,000	+3,106	+3.7%
Cost of Sales	57,969	60,994	+3,025	+5.2%
Subcontracting Costs	28,366	27,992	(374)	(1.3%)
Gross Profit	24,924	25,006	+81	+0.3%
Gross Profit Margin	30.1%	29.1%	(1.0P)	
SG&A	14,380	14,291	(89)	(0.6%)
Operating Profit	10,543	10,715	+171	+1.6%
Operating Profit Margin	12.7%	12.5%	(0.3P)	

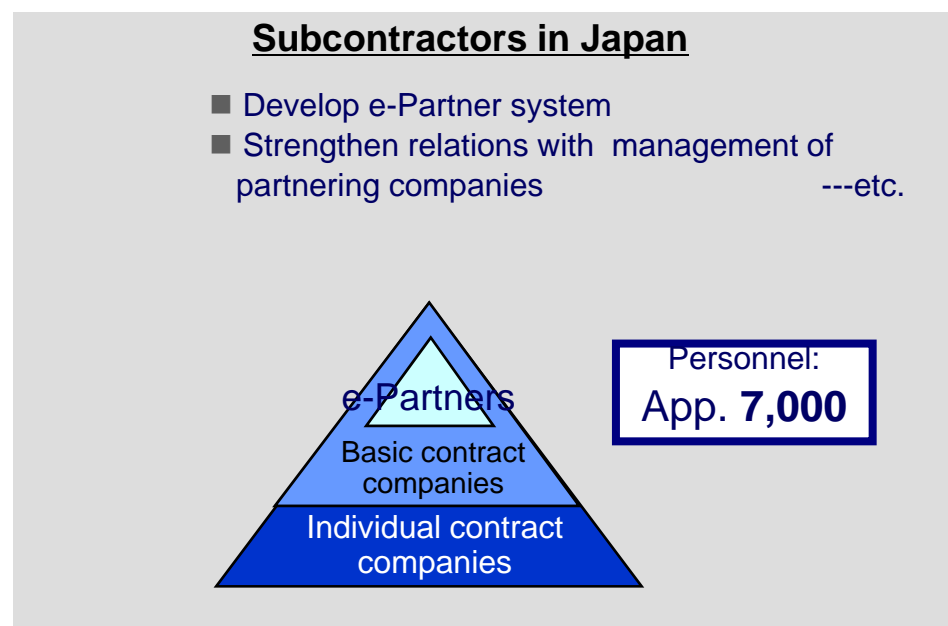
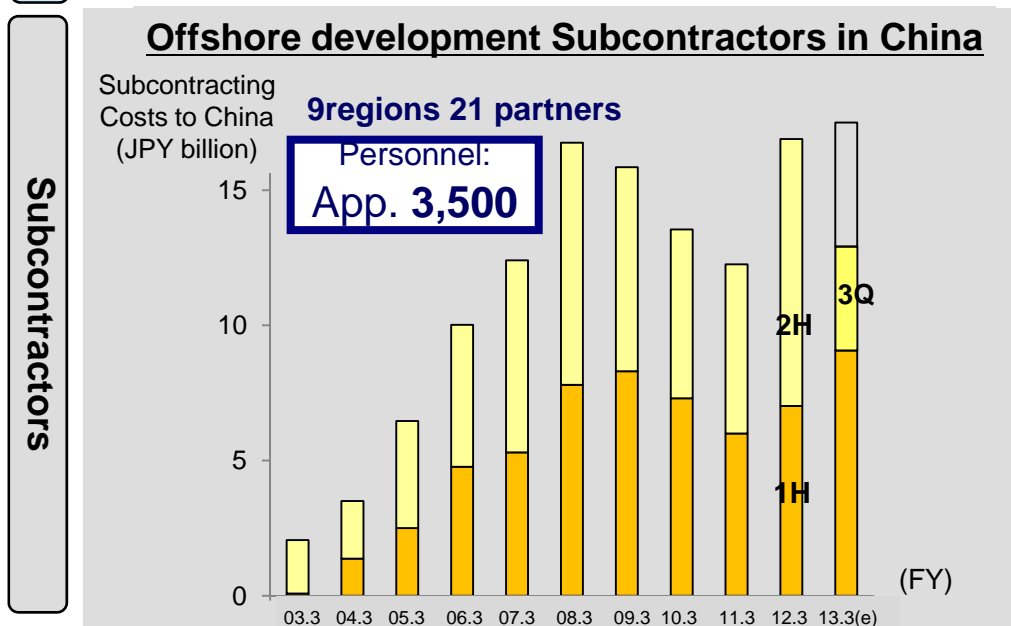
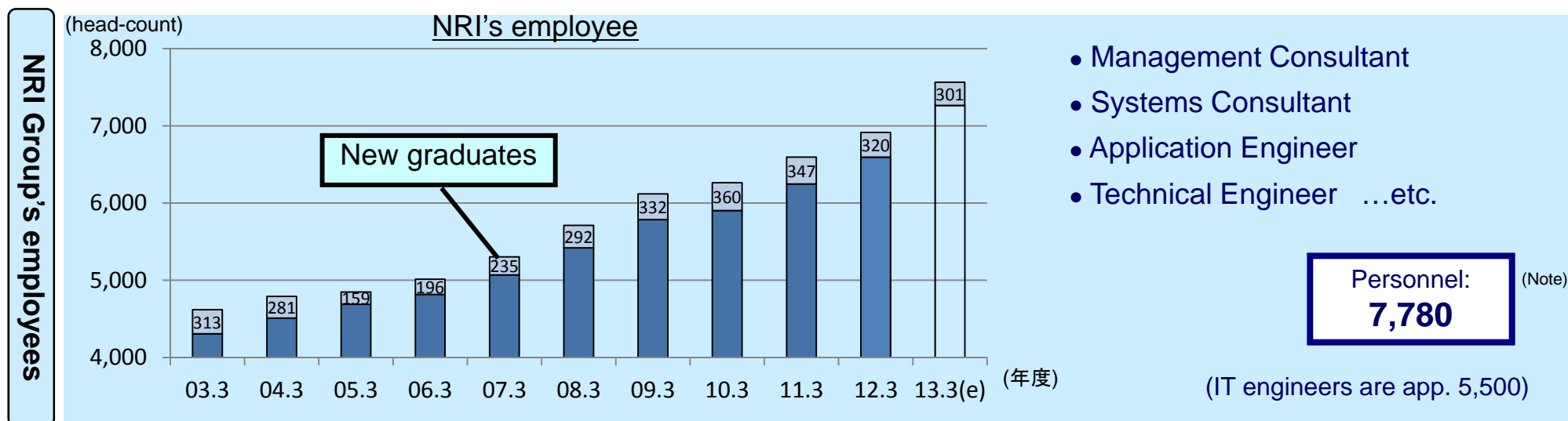
1. Other Financial Result-related Data

P/L Highlight cont. <3Q>

	(Unit:JPY million)			
	3Q FY Mar. 2012 (Oct.-Dec.)	3Q FY Mar. 2013 (Oct.-Dec.)	Diff.	YoY Change
Operating Profit	10,543	10,715	+171	+1.6%
Non-operating gain and loss	301	505	+203	
Other Income and Expense	7	(3,071)	(3,079)	
Gain on negative goodwill	—	4,661	+4,661	
Loss on sales of property and equipment	—	(7,732)	(7,732)	
Income taxes etc.	6,061	1,082	(4,979)	
Net Income	4,791	7,070	+2,278	+47.6%

1. Other Financial Result-related Data

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



2. Recent Activities

Tokyo #1 Data Center Opens

- The construction of Tokyo #1 Data Center was completed, making this NRI's fifth data center in Japan, and services were launched on November 21. T1DC will serve as the nucleus of NRI's expanding outsourcing business, cloud services, and its industry-standard business platform, a goal set out in Vision 2015.
- NRI utilized its expertise in consulting and system solutions, as well as its cutting-edge technology, and adopted a double-deck system that truly represents the future of data centers. In addition, T1DC features various technologies and measures to enhance environmental performance as well as many advanced security solutions.

[illegible]

Dempa Shimbun,
November 19, 2012

2. Recent Activities

Development of financial cloud

- NRI is moving ahead with the development of a “financial cloud” providing an integrated foundation for its solutions aimed at financial institutions.
- Switching to the cloud will reduce the initial investment and upgrade costs for hardware such as servers that used to be built separately for each client.
- Since the operating environment is integrated in the cloud, different shared online services can work together closely. The log-in process for multiple services used by clients can be shared, and service quality can be improved based on the results of collaboration since information can be linked between services.
- This operating environment will gradually shift to T1DC.

野村総研

「金融クラウド」加速

共同利用型から移行促す

野村総合研究所（NRI）は金融業向け共同利用型サービスの稼働環境を、11月に開業した新データセンター（DC）に順次移行する。既存DCで稼働する顧客のシステムを、新DCのクラウドコンピューティング基盤上で稼働させてシステム運用を効率化。野村証券が2013年1月に利用を始める共同利用型サービスも15年までに新DCに移行する。新DCを「金融クラウド」事業の拠点として機能させ、顧客のIT基盤の運用費を現在より40%削減することを目指す。

都内新DCを拠点に

NRIは野村証券に個別に構築していた業務システムを、バックオフィスを向け共同利用型サービス「スターⅣ」に移行する作業をほぼ終えた。野村証券のスターⅣ利用開始後、既存DCでの稼働を経て15年に新DC「東京第一データセンター」への移行を目指す。その他の共同利用型サービス

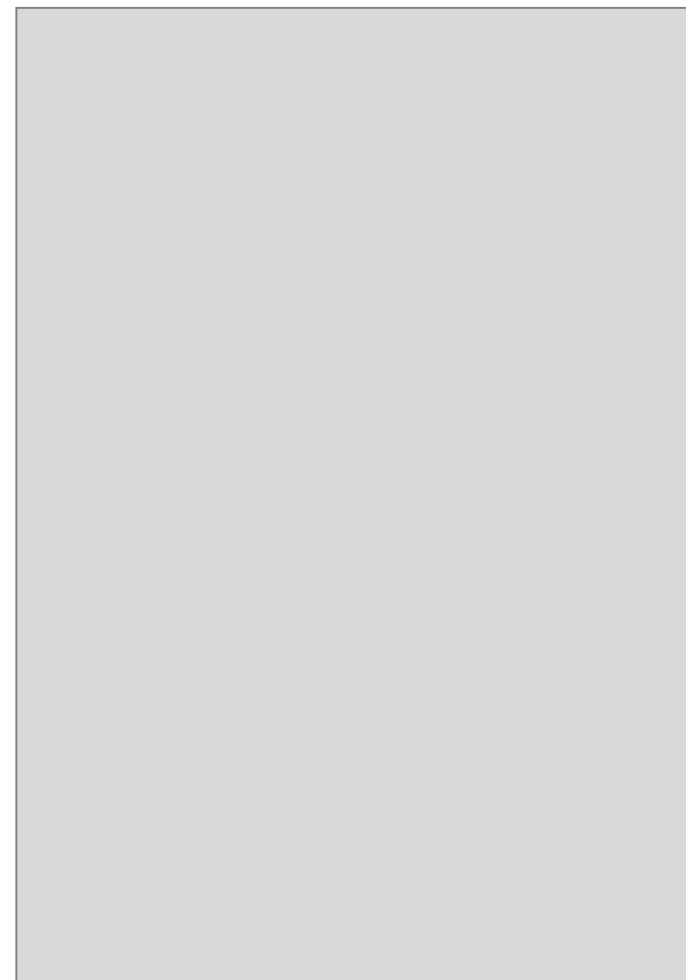
に構築してきたサーバなどハードウェアの初期投資・更新費用が不要になる。顧客からの収入は減るが、NRIもシステム基盤の更改負担を抑えられるため、「損益分岐点を下げる」（石橋慶一専務）としている。稼働環境が新DCのクラウド基盤上に統一されるため、共同利用型サービス同士の連携も密接にできる。顧客が利用する

Nikkan Kogyo Shimbun, December 17, 2012

2. Recent Activities

Cloud-based settlement services

- NRI will begin offering cloud-based settlement services on tablets.
- This service is unique in that (1) it can be used on lightweight, inexpensive dedicated devices with the minimum necessary functions, (2) debit card settlement and Pay-easy account transfer and acceptance services can be used, and (3) it can be used on multiple devices, thus improving convenience and lowering communications costs.
- The service will begin in fall 2013. Currently, several major life and non-life insurers are considering adopting this service, including upgrades to their current system.



Nikkei Business Daily, December 17, 2012

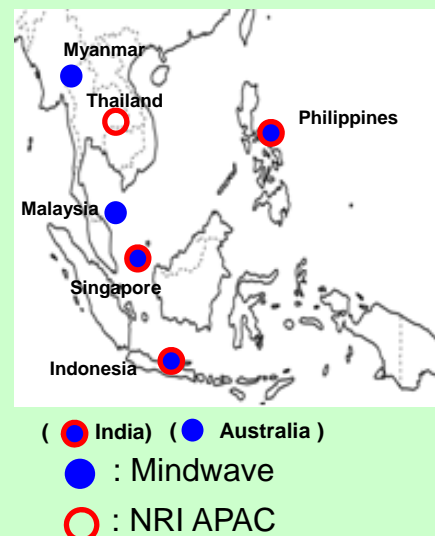
2. Recent Activities

Alliance to reinforce IT services in Southeast Asia

- NRI and MindWave Solutions to have agreed to form a business alliance via NRI APAC. The alliance aims to provide high-quality services by both partners to meet diversifying customer needs for IT services in the Southeast Asia and expanding the market.
- NRI APAC will acquire a 9.1% equity share in MindWave, and will delegate a part-time director to MindWave. This will strengthen the IT services provided to customers of both partners and enhance their corporate value by mobilizing the partners' areas of uniqueness and strength.

Company name	MindWave Solutions Pte.Ltd.
Main line of business	IT platform business SI business SCM-related solutions business
Headquarters	Singapore
Offices	Singapore, Malaysia, Indonesia, Philippines, India, Myanmar, Australia
No. of employees	About 170 (as of June 30, 2012)

Expanding service system



Nikkei Business Daily,
December 19, 2012

2. Recent Activities

NRI Taiwan and NRI Seoul established

- Nomura Research Institute Taiwan (NRI Taiwan) will be established in Taiwan via Group subsidiary NRI APAC.
- Similarly, Nomura Research Institute Seoul (NRI Seoul) will be set up via NRI APAC.
- NRI Taiwan will take over current operations at the branch in Taipei and NRI Seoul will take over business at the Seoul branch with the aim of strengthening consulting services offered to private companies and government institutions.

NRI、台北に
新コンサル会社
野村総合研究所（NRI）はこのほど、グループ会社ノムラ・リサーチ・インスティテュート・アジア・パシフィックを通じて、台湾にノムラ・リサーチ・インスティテュート台湾（NRI台湾、台北市、張正武社長）を設立した。
新会社は、現在の野村総合研究所台北支店の事業を引き継ぎ、約30人体制で民間企業や政府機関に対するコンサルテイングサービスを行っていく。
NRIでは、今後もグローバル事業の拡大に向けた取り組みを積極的に実施していくとしている。

Dempa Shimbun, December 5, 2012

2. Recent Activities

Consulting services strengthened in India

- NRI plans to increase the number of employees at NRI India, established in 2011, four-fold to 60 by 2014.
- With more Japanese companies, particularly manufacturers, entering the Indian market, this move will enable NRI India to meet clients' business strategy development needs.
- NRI India is aiming for annual sales of 1 billion yen by 2015.



Nihon Keizai Shimbun, December 30, 2012

2. Recent Activities

NRI to participate in Australian development project

- NRI will participate in “a sustainable residential and industrial complex development project” with East West Line Parks Limited (EWLP), which is based in Queensland, Australia. EWLP plans and manages a wide range of infrastructure projects.
- NRI has supported EWLP in this project from its conceptual stage. As a member of an international consulting team, NRI will carry out the planning, the examination of facilities and systems to be introduced in the complexes, and the initial feasibility study. To achieve these goals, this project will develop a sustainable and residential and industrial complex as part of major infrastructure development in Queensland.

野村総研、豪プロ参画

2万人規模の住工複合都市

野村総合研究所（NRI）は、豪州クイーンズランド州での工業団地と住宅の開発プロジェクトに参画するを発表した。鉄鉱石と石炭を加工・輸出するための工業団地と住宅を含む2万人規模の都市を開発する。実施主体の

豪州企業に、NRIとインドのタタスチール関連会社が協力する。2015年に開業し、着手し、19年の完成を目指す。

イースト・ウエスト・ライン・パークス（EWLP）がクイーンズランド州で、鉱山と輸出に使用する港間に複合都市を開発する。NRIが住宅、英タタスチールUK、コンサルテンancyが工業団地の開発を支援する。NRIはプロジェクトの計画立案、設備やシステ

ムの検討、実現可能性調査も実施する。

鉄鉱石と石炭を鉄鋼製品の半製品に加工して輸出するこのは、豪州では行われていないと見られ、複合都市で新産業を興す。スポートシティ（次世代環境都市）の機能も持たせる。工業団地で排出する廃熱や余剰電力を住宅に送って使用する。住宅の電力料金を大幅に削減できる。EWLPは西オーストラリア州の鉱山地域とクイーンズランド州の鉱山地域を鉄道で結び、鉄鉱石と石炭を相互に搬送するプロジェクトを進めており、複合都市の開発はその一部になる。

Nikkan Kogyo Shimbun, December 5, 2012

3. Example of Projects



Mito Securities Co.,Ltd.

STAR-IV services offered
(Services to be launched in September 2013)

4. Others Communications

Symposium etc.



November 2012
“IT Roadmap Seminar Autumn 2012”

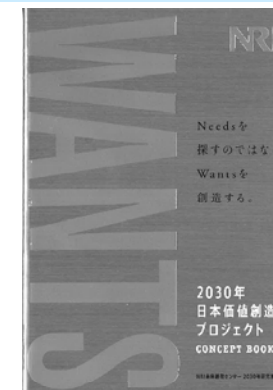


November 2012
“NRI Financial IT Forum 2012”



November 2012
“CIO Management Symposium”

Publications



Examples of books published since November 2012

Concept book for the “2030 Japan Value Creation Project”