
Financial Results

for 3rd Quarter FY March 2012

and Financial Results Forecast for the year ending 31st March, 2012

January 27, 2012

Nomura Research Institute, Ltd.



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Highlights of Consolidated Results <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2011 Total (Apr.-Dec.)	3Q FY Mar. 2012 Total (Apr.-Dec.)	Diff.	YoY change
Sales	241,974	244,379	+2,404	+1.0%
Operating Profit	27,018	30,625	+3,606	+13.3%
Operating Profit Margin	11.2%	12.5%	+1.4P	
Net Income	16,241	24,495	+8,253	+50.8%

Key Factors in Financial Results for 3Q FY March 2012

- Sales in 3Q increased over the previous year, as in 2Q.

Total sales over first three quarters up year on year

1. The implementation of STAR-IV at Nomura Securities went as planned.
2. Consulting sales increased due to an improvement in client consulting needs.
3. Industrial IT Solutions is aggressively carrying out measures to expand business into new areas.

- Total operating profit over first three quarters up 13.3%

1. There was a marked improvement in the profitability thanks to increased sales in the Consulting segment.
2. Large projects got underway in Financial IT Solutions, raising the utilization rate.
3. Industrial IT Solutions' profitability improved.

- Total net profit over first three quarters increased 50.8% due to extraordinary profit posted in 1Q.

Sales by Segment <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2011 Total (Apr.-Dec.)	Share	3Q FY Mar. 2012 Total (Apr.-Dec.)	Share	Diff.	YoY Change
Consulting	14,042	5.8%	15,282	6.3%	+1,239	+8.8%
Financial IT Solutions	146,042	60.4%	147,593	60.4%	+1,551	+1.1%
Securities	70,837	29.3%	71,603	29.3%	+766	+1.1%
Insurance	40,456	16.7%	41,055	16.8%	+598	+1.5%
Banking	18,299	7.6%	18,435	7.5%	+136	+0.7%
Other financial	16,448	6.8%	16,498	6.8%	+50	+0.3%
Industrial IT Solutions	63,696	26.3%	65,466	26.8%	+1,770	+2.8%
Distribution	31,270	12.9%	32,130	13.1%	+860	+2.8%
Manufacturing, service and other	32,426	13.4%	33,336	13.6%	+909	+2.8%
IT Platform Services	12,024	5.0%	9,736	4.0%	(2,288)	(19.0%)
Others	6,168	2.5%	6,299	2.6%	+131	+2.1%
Total	241,974	100.0%	244,379	100.0%	+2,404	+1.0%
Nomura Holdings	56,981	23.5%	63,469	26.0%	+6,487	+11.4%
Seven & i Holdings	30,328	12.5%	29,371	12.0%	(956)	(3.2%)

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

Segment performance results <3Q Total>

■including Inter-segment sales for each segment

(Unit:JPY million)

		3Q FY Mar. 2011 Total (Apr.-Dec.)	3Q FY Mar. 2012 Total (Apr.-Dec.)	Diff.	YoY Change
Consulting	Sales	14,090	15,375	+1,284	+9.1%
	OP	596	1,742	+1,146	+192.0%
	OPM	4.2%	11.3%	+7.1P	
Financial IT Solutions	Sales	146,094	147,676	+1,582	+1.1%
	OP	13,373	14,665	+1,292	+9.7%
	OPM	9.2%	9.9%	+0.8P	
Industrial IT Solutions	Sales	67,035	69,107	+2,072	+3.1%
	OP	3,233	4,425	+1,191	+36.8%
	OPM	4.8%	6.4%	+1.6P	
IT Platform Services	Sales	60,044	58,510	(1,534)	(2.6%)
	OP	7,802	7,785	(16)	(0.2%)
	OPM	13.0%	13.3%	+0.3P	

Sales by Service <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2011 Total (Apr.-Dec.)	Share	3Q FY Mar. 2012 Total (Apr.-Dec.)	Share	Diff.	YoY Change
Consulting Services	23,180	9.6%	26,212	10.7%	+3,031	+13.1%
System Development & System Application Sales	87,729	36.3%	89,499	36.6%	+1,769	+2.0%
System Management & Operation Services	125,106	51.7%	122,395	50.1%	(2,710)	(2.2%)
Product Sales	5,957	2.5%	6,272	2.6%	+314	+5.3%
Total	241,974	100.0%	244,379	100.0%	+2,404	+1.0%

P/L Highlight <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2011 Total (Apr.-Dec.)	3Q FY Mar. 2012 Total (Apr.-Dec.)	Diff.	YoY Change
Sales	241,974	244,379	+2,404	+1.0%
Cost of Sales	174,204	171,317	(2,887)	(1.7%)
Subcontracting Costs	75,453	80,859	+5,406	+7.2%
Gross Profit	67,769	73,061	+5,292	+7.8%
Gross Profit Margin	28.0%	29.9%	+1.9P	
SG&A	40,751	42,436	+1,685	+4.1%
Operating Profit	27,018	30,625	+3,606	+13.3%
Operating Profit Margin	11.2%	12.5%	+1.4P	

P/L Highlight cont. <3Q Total>

(Unit:JPY million)

	3Q FY Mar. 2011 Total (Apr.-Dec.)	3Q FY Mar. 2012 Total (Apr.-Dec.)	Diff.	YoY Change
Operating Profit	27,018	30,625	+3,606	+13.3%
Non-operating gain and loss	1,315	1,251	(64)	(4.9%)
Other Income and Expense	(316)	+10,820	+11,137	
Gain on sales of subsidiaries and affiliates' stocks	—	8,564	+8,564	
Bonus dividends income	—	3,010	+3,010	
Income taxes etc.	11,773	18,201	+6,427	
Net Income	16,241	24,495	+8,253	+50.8%

Order Backlog (Outstanding)

(Unit:JPY million)

	At end of Dec. 2010	At end of Dec. 2011	Diff.	YoY Change
Consulting	4,191	5,351	+1,159	+27.7%
Financial IT Solutions	44,666	47,941	+3,275	+7.3%
Industrial IT Solutions	19,160	19,111	(48)	(0.3%)
IT Platform Services	2,449	2,735	+285	+11.7%
Other	1,383	1,441	+58	+4.2%
Total	71,851	76,581	+4,730	+6.6%
Order backlog in the current FY	63,401	69,489	+6,087	+9.6%

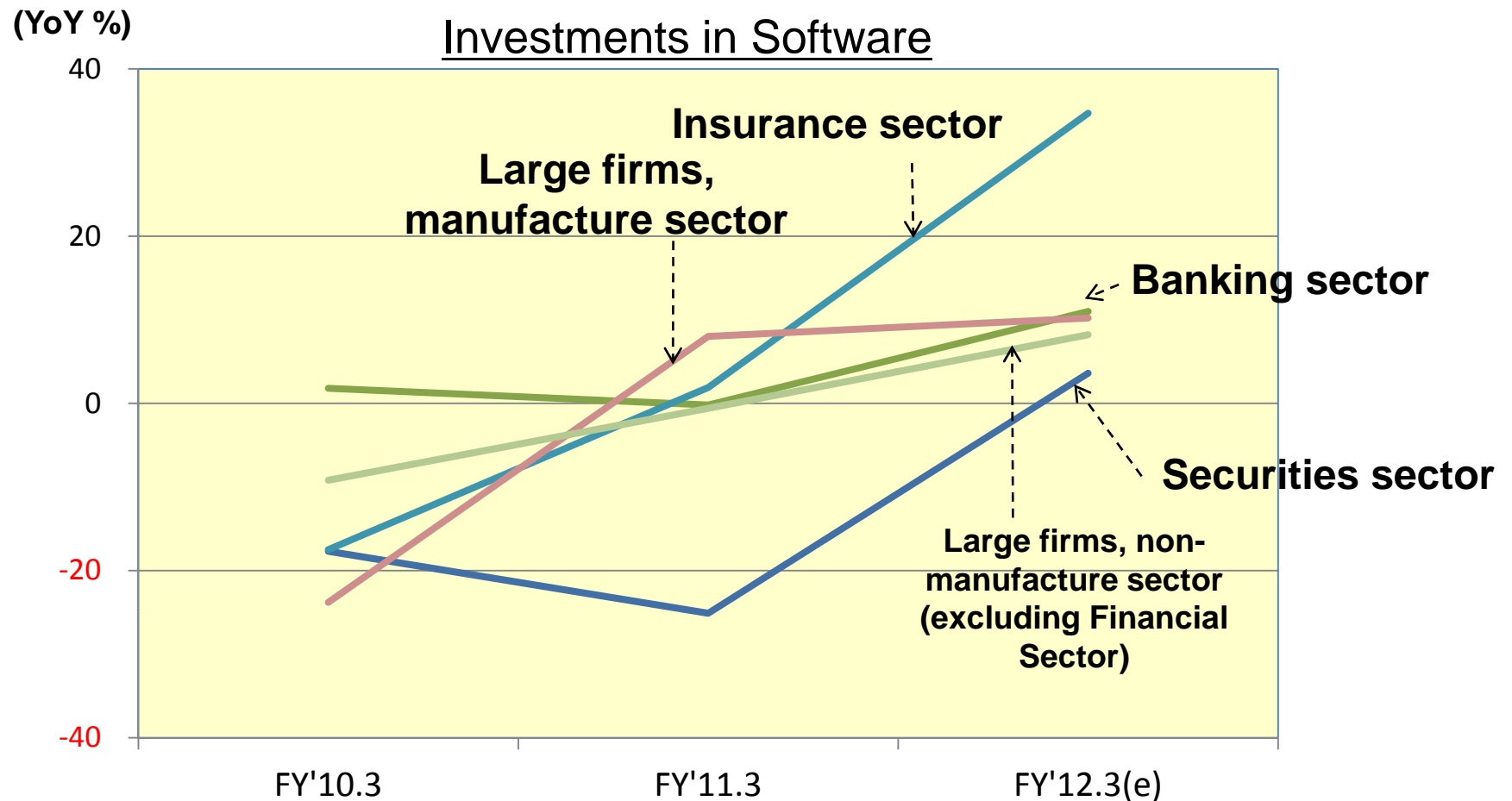
1. Financial Results for 3rd Quarter FY March 2012

2. Financial Results Forecasts for FY March 2012

3. Recent Activities

Assessing the business environment

- **BOJ Tankan Survey shows that companies continue to expect to increase software investment.**

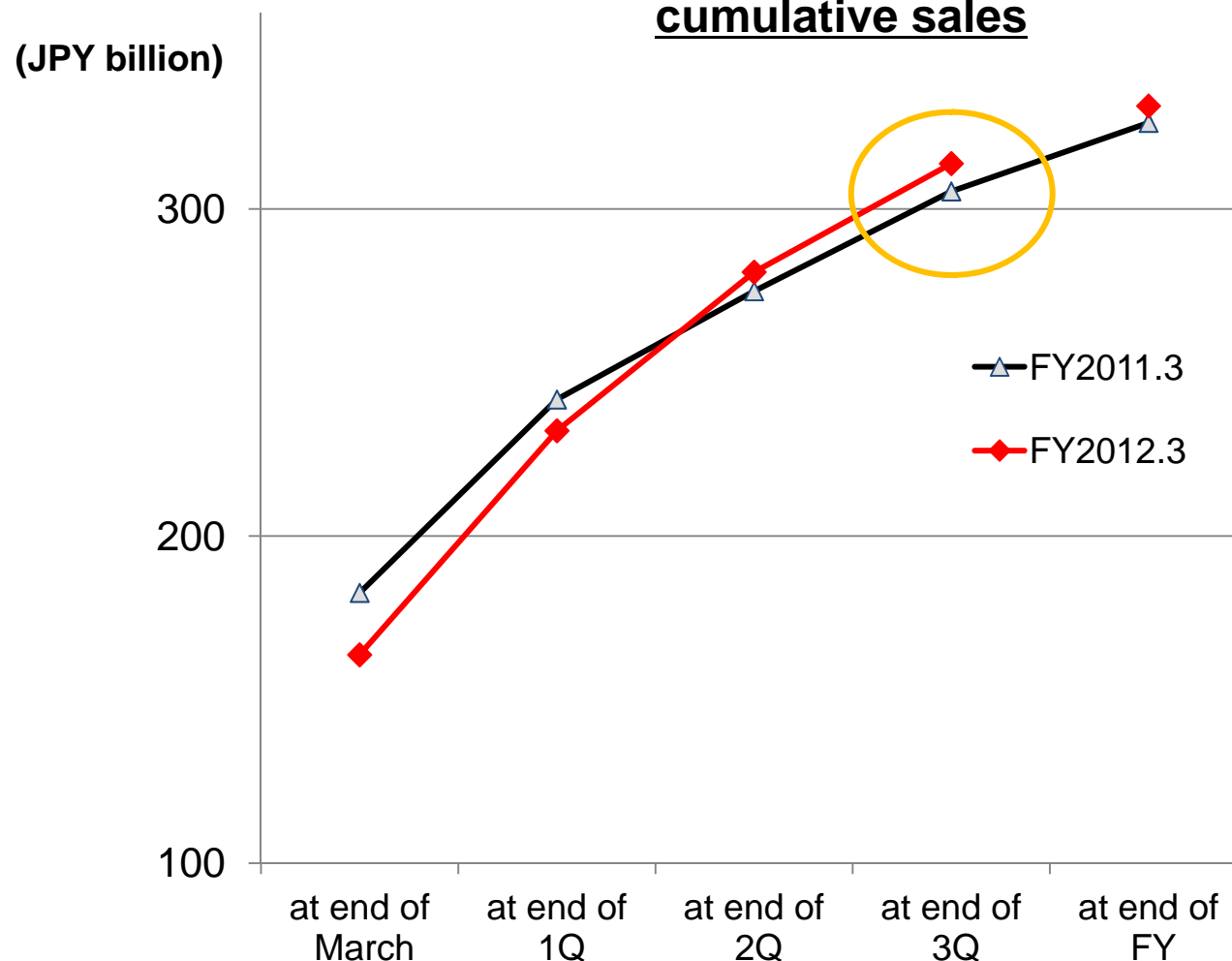


Source: BoJ Tankan Survey (December, 2011) based on survey given to companies

Sales + Consolidated Order Backlog

➤ 3Q orders and order backlog were solid

Fluctuations in order backlog (of which current fiscal year) +
cumulative sales



Results through 3Q and Full-Year Earnings Forecast

- Sales through 3Q are within range of full-year earnings forecasts.
- While maintaining the OPM, NRI is proactively pursuing measures to expand business in new fields.

(Unit: JPY billion)

		1Q	2Q	3Q	4Q	Total
FY Mar. 2009	Sales	79.4	85.7	85.9	90.0	341.2
	OP	9.8	13.8	13.6	12.3	49.7
	OPM	12.4%	16.2%	15.8%	13.8%	14.6%
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 (Figures for 4Q and full year are estimates)	Sales	78.4	83.0	82.8	87.1	331.5
	OP	8.6	11.4	10.5	12.3	43.0 ^(*)
	OPM	11.0%	13.8%	12.7%	14.2%	13.0%

Key Factors in Earnings Revisions for FY March 2012

- No change in forecasts for consolidated sales

Given current conditions, we have revised the breakdown by segment

1. Consulting sales are strong.
2. Large projects for securities industry are expected to contribute more to sales this fiscal year than initially expected.
3. At the same time, further marketing efforts will be needed to increase new projects in the manufacturing and service industries.

- Utilization rate is higher than expected for both Consulting and Financial IT Solutions

1. Higher profitability in Consulting due to higher sales.
2. Effect of higher utilization rate in Financial IT Solutions, primarily for the securities industry.

- Reflected the impact of changes to Japan's corporate income tax rate starting the next FY in forecasts for net income in the current FY.

Forecasts for FY March 2012

【Full Year】

(Unit: JPY billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Jan. 27)	YoY Change		FY Mar. 2012 (Forecasts as of Oct. 28)	Comparison to forecasts
			Diff.	%		
Sales	326.3	331.5	+5.1	+1.6%	331.5	—
Operating Profit	38.4	43.0	+4.5	+11.9%	42.0	+1.0
Operating Profit Margin	11.8%	13.0%	+1.2P		12.7%	+0.3P
Net Income	23.1	31.5	+8.3	+35.8%	32.0	(0.5)
Earnings per share	¥119.11	¥161.29	+¥42.18	+35.4%	¥163.99	
Dividends per share	¥52.00	¥52.00	—	—	¥52.00	—

Forecasts by Segment for FY March 2012

【Full Year】

(Unit: JPY billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Jan. 27)	YoY Change		FY Mar. 2012 (Forecasts as of Oct. 28)	Comparison to forecasts
			Diff.	%		
Consulting	19.7	21.0	+1.2	+6.5%	20.1	+0.8
Financial IT Solutions	194.9	201.0	+6.0	+3.1%	200.5	+0.4
Securities	94.9	99.5	+4.5	+4.8%	98.5	+1.0
Insurance	54.4	54.5	+0.0	+0.1%	56.1	(1.6)
Banking	23.5	25.0	+1.4	+6.1%	23.6	+1.3
Other financial	22.0	22.0	(0.0)	(0.1%)	22.2	(0.2)
Industrial IT Solutions	87.9	88.0	+0.0	+0.0%	89.6	(1.6)
Distribution	41.1	42.5	+1.3	+3.2%	42.3	+0.1
Manufacturing, service and other	46.8	45.5	(1.3)	(2.8%)	47.2	(1.7)
IT Platform Services	15.3	13.0	(2.3)	(15.4%)	12.3	+0.6
Others	8.3	8.5	+0.1	+2.1%	8.7	(0.2)
Total	326.3	331.5	+5.1	+1.6%	331.5	—

Forecasts by Service for FY March 2012

【Full Year】








(Unit: JPY billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Jan. 27)	YoY Change		FY Mar. 2012 (Forecasts as of Oct. 28)	Comparison to forecasts
			Diff.	%		
Consulting Services	32.9	35.5	+2.5	+7.7%	34.7	+0.7
System Development & System Application Sales	117.0	123.5	+6.4	+5.5%	123.2	+0.2
System Management & Operation Services	166.5	163.5	(3.0)	(1.8%)	164.3	(0.8)
Product Sales	9.7	9.0	(0.7)	(7.3%)	9.2	(0.2)
Total	326.3	331.5	+5.1	+1.6%	331.5	—

Current Business Conditions Conducive to Top-Line Expansion

➤ Steady pursuit of large-scale important projects and acquisition and expansion of new clients

Current conditions by industry

Consulting			<ul style="list-style-type: none"> • Higher demand in system consulting and operational consulting; orders for large projects from government and other public offices
Financial IT Solutions			
	Securities		<ul style="list-style-type: none"> • Development expanded for introduction of STAR-IV at Nomura Securities; investments are also proceeding according to plan
	Insurance		<ul style="list-style-type: none"> • Activities to acquire ongoing and additional projects continue, 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 and new releases with Internet banking system Value Direct • Currently updating and developing an account system for trust bank clients
	Other financial		<ul style="list-style-type: none"> • For asset management ASP, (1) strengthen services for front and middle office and (2) update services utilizing crowd technology and pursue BPO businesses
Industrial IT Solutions			
	Distribution		<ul style="list-style-type: none"> • Increase system management service in Japan for major clients and addressed overseas expansion
	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.) Began to examine strategic business affiliations with clients

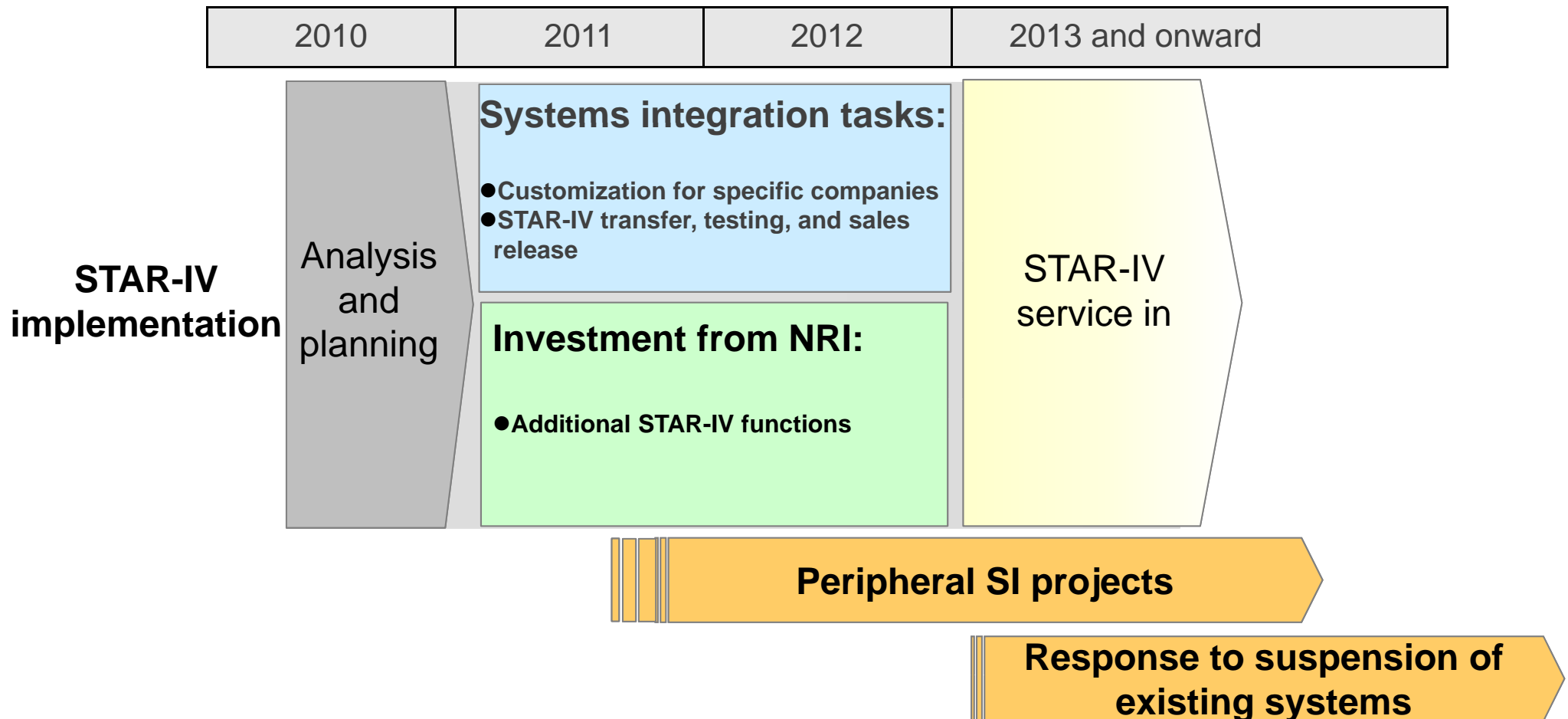
1. Financial Results for 3rd Quarter FY March 2012

2. Financial Results Forecasts for FY March 2012

3. Recent Activities

Recent Activities: Securities

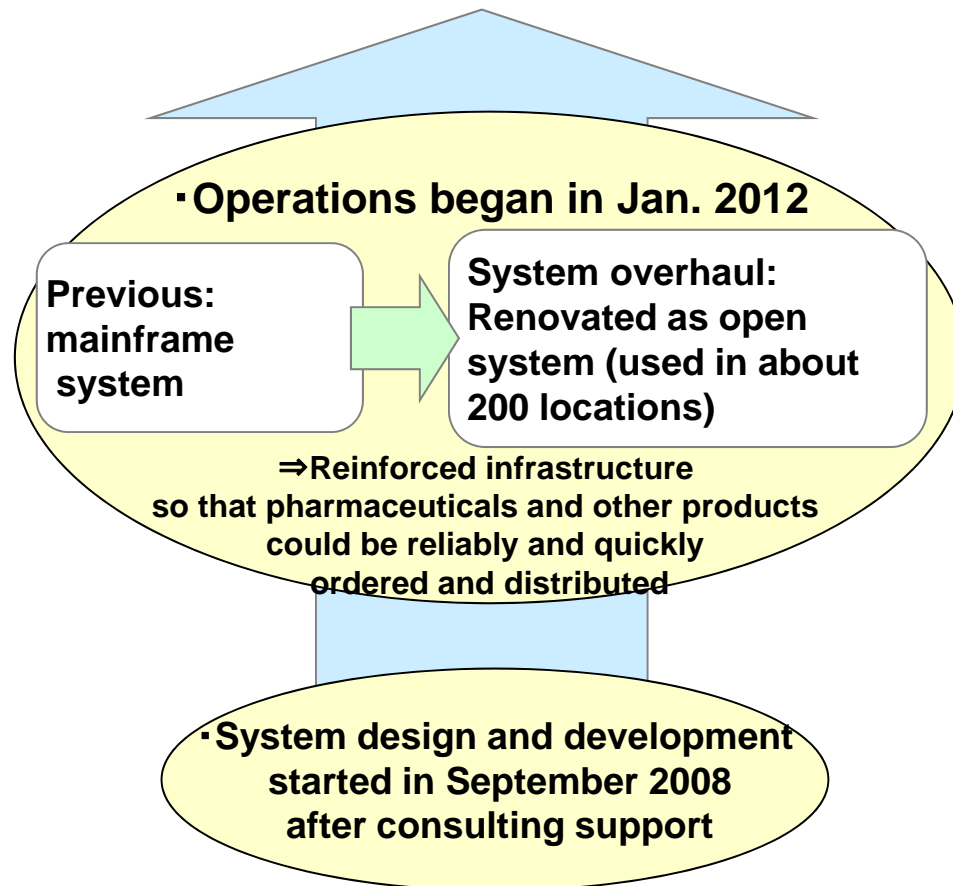
- Introduction of STAR-IV at Nomura Securities is proceeding according to plan
- Development activities expanded, and utilization levels remain high



Recent Activities: Expanding customers in industrial sector

➤ Overhaul of Suzuken's backbone system

- Renovation of company's sales, distribution and master management system, its backbone system. Began operating in January 2012



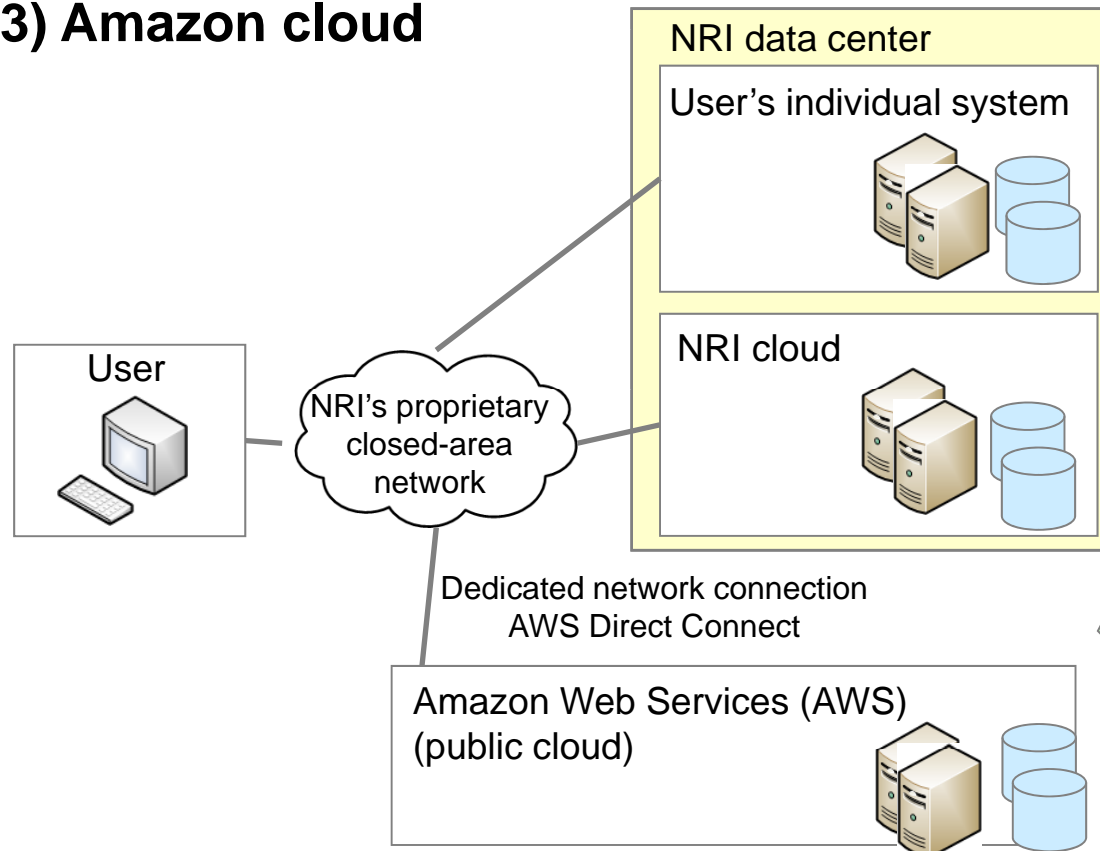
Company name	Suzuken Co., Ltd.
Headquarters	Nagoya, Aichi
No. of employees	Consolidated: 15,336 (as of end-Sep 2011)
Business	Sale of medical supplies, reagents, medical equipment, medical materials and food, as well as development and manufacture of medical equipment

Recent Activities: IT Platform Service

➤ NRI's hybrid cloud service

- Offering reliable, safe and operational quality service level tailored to clients' needs

Optimal combination of (1) individual client systems, (2) NRI cloud and (3) Amazon cloud



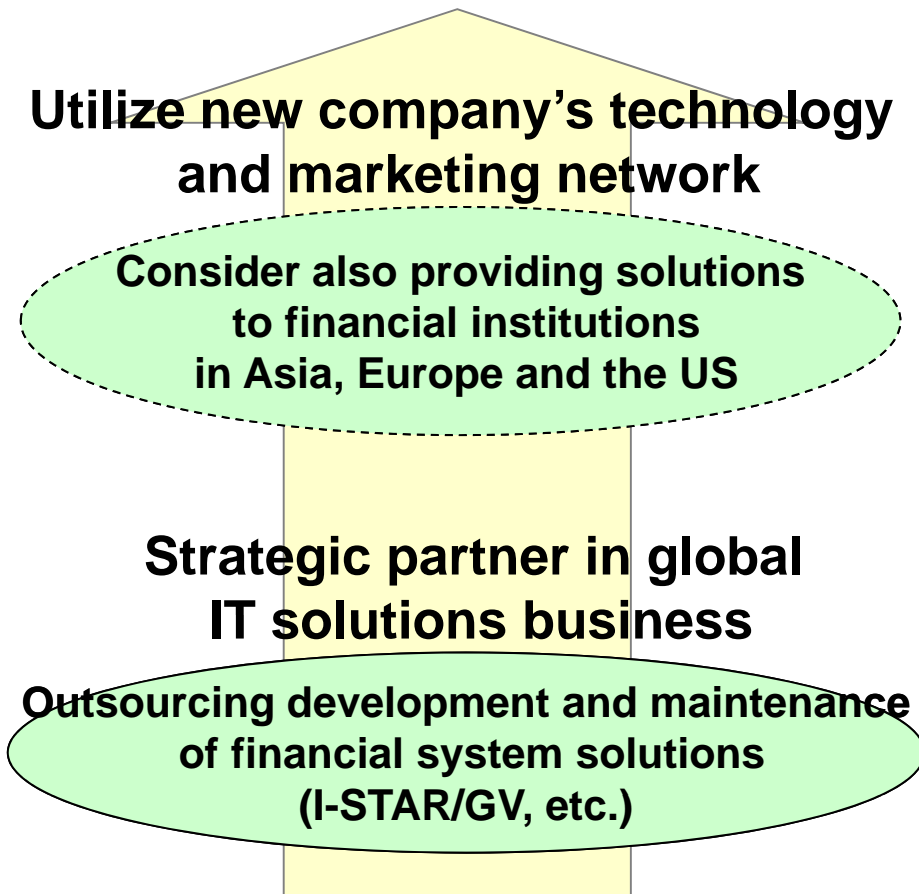
NRI offers this service as an AWS Direct Connect solutions provider

*AWS Direct Connect is a cloud connection service using dedicated networks offered for the first time in Japan through AWS

Jan 13, 2012, *Nikkei Sangyo Shimbun*

Recent Activities: Overseas Expansion (Asia and China)

- **NRI plans to acquire a 100% stake in Indian IT company Anshin Software and launch it as a new local subsidiary**
 - **Goal: Enhance support for the global business of financial institutions (secure resources for offshore development in India and establish a client support structure)**



Overview of new company after acquisition (tentative)

Name	Nomura Research Institute Financial Technologies India Pvt. Ltd. (temporary name)
Headquarters	Kolkata, West Bengal, India
Capital	5.7 million rupee (8.5 million yen*)
Established	February 2012
Shareholders	NRI Singapore, NRI
No. of employees	Approximately 180
Business	Software development, IT services

*Converted at an exchange rate of 1.49 yen per 1 rupee

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**

Highlights of Consolidated Results <3Q>

(Unit:JPY million)				
	3Q FY Mar. 2011 (Oct.-Dec.)	3Q FY Mar. 2012 (Oct.-Dec.)	Diff.	YoY change
Sales	79,868	82,893	+3,025	+3.8%
Operating Profit	11,008	10,543	(465)	(4.2%)
Operating Profit Margin	13.8%	12.7%	(1.1P)	
Net Income	6,583	4,791	(1,792)	(27.2%)

1. Other Financial Result-related Data

Sales by Segments <3Q>

(Unit:JPY million)						
	3Q FY Mar. 2011 (Oct.-Dec.)	Share	3Q FY Mar. 2012 (Oct.-Dec.)	Share	Diff.	YoY Change
Consulting	5,363	6.7%	5,614	6.8%	+251	+4.7%
Financial IT Solutions	47,402	59.4%	50,068	60.4%	+2,666	+5.6%
Securities	23,461	29.4%	25,158	30.4%	+1,696	+7.2%
Insurance	13,246	16.6%	12,911	15.6%	(335)	(2.5%)
Banking	5,180	6.5%	6,252	7.5%	+1,071	+20.7%
Other financial	5,513	6.9%	5,746	6.9%	+233	+4.2%
Industrial IT Solutions	21,180	26.5%	21,769	26.3%	+589	+2.8%
Distribution	10,323	12.9%	10,742	13.0%	+419	+4.1%
Manufacturing, service and other	10,857	13.6%	11,026	13.3%	+169	+1.6%
IT Platform Services	3,883	4.9%	3,355	4.0%	(528)	(13.6%)
Others	2,038	2.6%	2,085	2.5%	+47	+2.3%
Total	79,868	100.0%	82,893	100.0%	+3,025	+3.8%
Nomura Holdings	18,384	23.0%	22,884	27.6%	+4,499	+24.5%
Seven & i Holdings	9,774	12.2%	9,991	12.1%	+217	+2.2%

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

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1. Other Financial Result-related Data

Segment performance results <3Q>

■including Inter-segment sales for each segment

(Unit:JPY million)

		3Q FY Mar. 2011 (Oct.-Dec.)	3Q FY Mar. 2012 (Oct.-Dec.)	Diff.	YoY Change
Consulting	Sales	5,376	5,644	+268	+5.0%
	OP	855	929	+74	+8.7%
	OPM	15.9%	16.5%	+0.6P	
Financial IT Solutions	Sales	47,424	50,115	+2,690	+5.7%
	OP	4,712	5,153	+441	+9.4%
	OPM	9.9%	10.3%	+0.3P	
Industrial IT Solutions	Sales	22,300	23,067	+766	+3.4%
	OP	2,191	1,137	(1,053)	(48.1%)
	OPM	9.8%	4.9%	(4.9P)	
IT Platform Services	Sales	19,598	20,717	+1,118	+5.7%
	OP	2,574	2,681	+107	+4.2%
	OPM	13.1%	12.9%	(0.2P)	

1. Other Financial Result-related Data

Sales by Service <3Q>

(Unit:JPY million)

	3Q FY Mar. 2011 (Oct.-Dec.)	Share	3Q FY Mar. 2012 (Oct.-Dec.)	Share	Diff.	YoY change
Consulting Services	8,688	10.9%	9,009	10.9%	+320	+3.7%
System Development & System Application Sales	28,488	35.7%	30,782	37.1%	+2,293	+8.1%
System Management & Operation Services	41,070	51.4%	41,075	49.6%	+4	+0.0%
Product Sales	1,620	2.0%	2,027	2.4%	+407	+25.1%
Total	79,868	100.0%	82,893	100.0%	+3,025	+3.8%

1. Other Financial Result-related Data

P/L Highlight <3Q>

(Unit:JPY million)

	3Q FY Mar. 2011 (Oct.-Dec.)	3Q FY Mar. 2012 (Oct.-Dec.)	Diff.	YoY Change
Sales	79,868	82,893	+3,025	3.8%
Cost of Sales	55,609	57,969	+2,359	+4.2%
Subcontracting Costs	24,905	28,366	+3,460	+13.9%
Gross Profit	24,258	24,924	+665	+2.7%
Gross Profit Margin	30.4%	30.1%	(0.3P)	
SG&A	13,249	14,380	+1,131	+8.5%
Operating Profit	11,008	10,543	(465)	(4.2%)
Operating Profit Margin	13.8%	12.7%	(1.1P)	

1. Other Financial Result-related Data

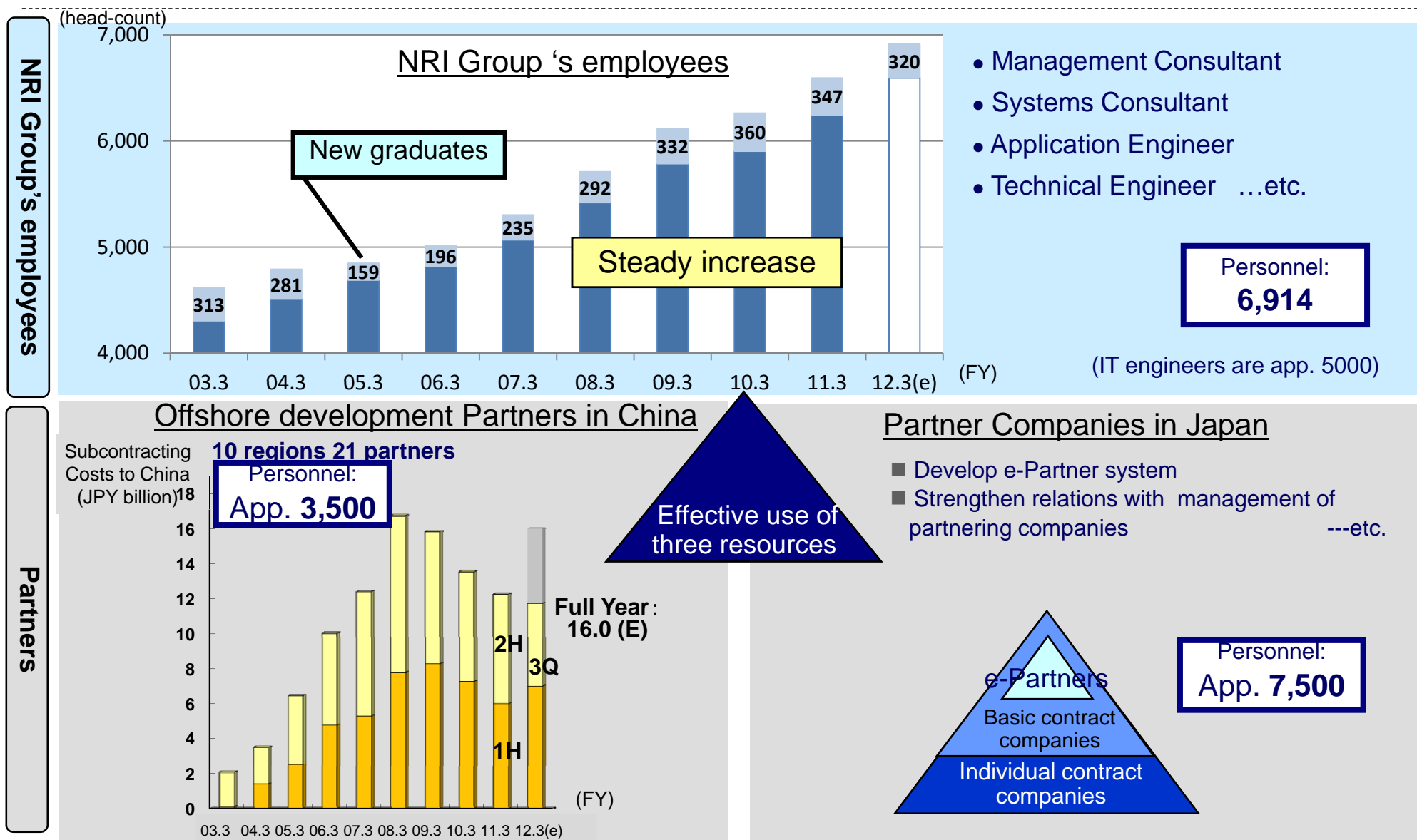
P/L Highlight cont.<3Q>

(Unit:JPY million)

	3Q FY Mar. 2011 (Oct.-Dec.)	3Q FY Mar. 2012 (Oct.-Dec.)	Diff.	YoY Change
Operating Profit	11,008	10,543	(465)	(4.2%)
Non-operating gain and loss	238	301	+63	+26.5%
Other Income and Expense	28	7	(21)	
Income taxes etc.	4,692	6,061	+1,369	
Net Income	6,583	4,791	(1,792)	(27.2%)

1. Other Financial Result-related Data

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



2. Recent Activities

Bond Repo Solution

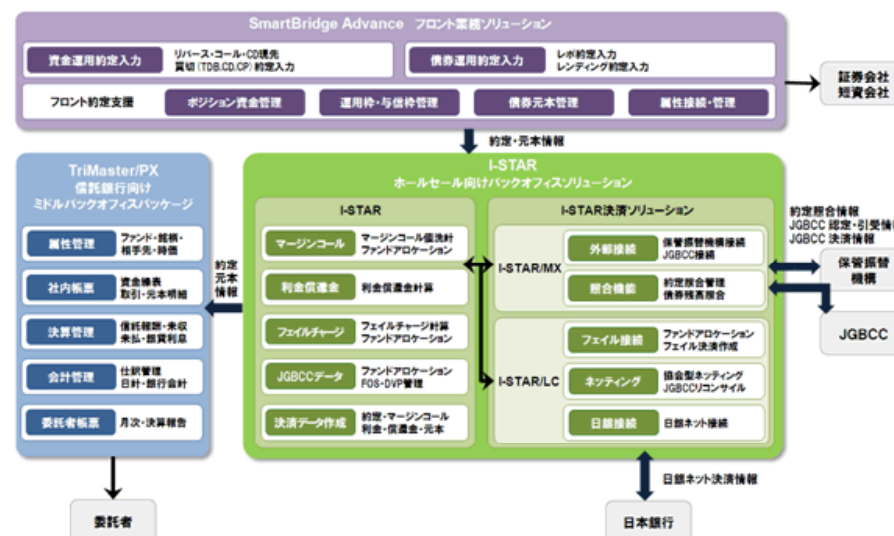
- NRI began offering its Bond Repo Solution for trust and securities operations, a shared-online service for trust banks.
- Key features
 - ① First shared-online service in the industry for bond repo solutions available to trust banks
 - ② Functions in areas of strength in multiple existing solutions can be used laterally, and users can select only those services they need.
 - Front-office investment support: SmartBridge Advance
 - Middle-office trust fund management: TriMaster/PX
 - Back-office settlement: I-STAR
 - ③ Enables prompt response to system changes anticipated in the future.
 - Shortens settlement time for JGB transactions
 - System changes resulting from increased participation of trust banks in JGBCC
 - Compatible with New BOJ-NET
 - Compatible with Japan Securities Depository Center ISO20022
- Services first started for Nomura Trust Bank on January 4, with the goal of offering it to a wide range of other trust banks.

野村総研
信託銀の債券レポで
共同利用型サービス提供
野村信託銀が第1号

野村総合研究所は1月10日、信託銀行を対象に「運用有価証券信託業務向け債券レポソリューション」の提供を開始した。野村信託銀行が第1号で1月4日に先行導入した。

国債取引の決済リスクを削減するため、12年4月23日約定分から国債の売買における約定から受け渡しまでの期間が現在の標準の3日後（T+3）から2日後（T+2）に短縮される。その結果、現金担保の国債貸借取引（SCレポ）の決済期間がT+2に、国債担保の資金貸借取引（Gレポ）はT+1にそれぞれ短縮される。また、野村信託銀行は14年前半をめぐって信託銀行、日本マセキは日本国債清算機構（JGBCC）に参入し、日本トラスティ・サービス信託銀行が取り組んでいる。新サービスは、決済の迅速化を図っている。野村信託銀行は信託銀行の制度改正にも対応で、JGBCCに参入している。新サービスは、信託銀行の運用、バックオフィス部分に活用する。運用有価証券信託の利用は月額数百万円、低コスト化を実現。野村総研では資産管理専門信託銀にも導入を働きかけ、12年度にさらに1社程度の導入を目指す。

Japan Financial News, January 20, 2012



2. Recent Activities

Strengthening asset investment business

- NRI aims to strengthen existing services and focus on cloud services and BPO to expand its transaction system in the asset investment field.
 - In one example, NRI began offering T-STAR/ReportAssist for Investment Advisors, a service that supports report preparation for investment advisors working in a cloud environment. This reduces the burden of report preparation and promotes IT control.
 - This service is a shared-online (ASP) service that operates on T-MONOLIX,* a cloud environment built within NRI's data center.
- * T-MONOLIX is the general term for the cloud service framework for asset investment firms, such as platform services.

◆投資顧問向け業務支援
野村総合研究所（NRI）資金運用状況のレポート作成に役立つ投資顧問会社向け業務支援サービス「T-STAR/レポートアシスト」投資顧問向けの提供を始めた。ポータルサイト運用状況データを基にレポートを作成する際、簡単にレイアウトを整えられるため、作成負担を軽減できる。NRIのデータセンター（DC）に構築したクラウド環境を通じて提供する。価格は月額20万円程度から。

資産運用ビジネス強化 売上高1.5倍目指す

クラウドやBPOに注力

野村総合研究所は資産運用ビジネスを強化し、売上高で現状の約300億円から450億円規模にまで伸ばす方針だ。資産運用分野は依然成長が見込めるため、既存サービスの強化のほか、クラウドやBPO（事業の外部委託）などに注力する。とで取引基盤の拡大を目指す。

野村総研は、従来から「IT採用」とほぼ独ドサービス利用で、資産運用ソリューションで強みを発揮する。特にバック業務シ向けて、資産運用システムの構築が顕著。社用のレポートインク投資顧問会計システム「T-STAR/ReportAssist」の取引シェアは約50%（6社採用）に達し、投資管理システム「T-STAR/GX」を「T-STAR/T」野村総研のデータセンX」に至っては約80%ターを活用してクラウド用の「T-STAR/G

Vではニューヨークや香港など主要な金融市場の運用拠点で最新の残高情報を取得し、投資判断に活用できる。野村総研は、現在、基盤を確立する。現在、野村証券とシステムを共同開発している。野村総研の10年度の総売上高は326.3億円。このうち資産運用ビジネス分野で約10%を占め、300億円程度になる。金融・資産運用ソリューション事業本部長の橋本常務執行役員は「資産運用ビジネスの売上高を中期経営計画の3カ年プランの期間で1.5倍スの期間で」と意気込む。

Japan Financial News,
December 2, 2011

Nikkan Kogyo Shimbun, November 2011

2. Recent Activities

Service evaluating maturity of BCM

- NRI began offering a service that evaluates the maturity of a company's business continuity management (BCM) in preparing for a disaster.
- With this service, the BCM status is ascertained using a questionnaire, and NRI calculates the maturity indicator using six rankings. The company can compare its own BCM maturity to those of other companies, allowing for relative assessment.
- It takes about 10-15 business days for this assessment, and the cost is 100,000 yen per diagnosis.

BCMの成熟度を評価
NRIが診断サービス開始

野村総合研究所（NRI）は5日、企業が災害時などでも業務を停止させないようにする事業継続マネジメント（BCM）の成熟度を評価するサービスを始めた。アンケート形式でBCMの状況を把握し、6段階で成熟度指標を算出するもので、個々の企業の成熟度を他社と相対的に比較できるようにする。

新サービスは、アンケート形式で「プログラムマネジメント」「組織の理解」「事業継続戦略」「初動体制」「訓練・レビュー」の五つの視点から、BCMの状況を把握し、結果を基にNRIがレベル1から6の6段階で成熟度指標を診断する。診断は10～15営業日程度かかり、費用は1回10万円（初回は無料）となる。これにより業種や売上高、社員数など、企業属性が類似した他社との比較ができるようになり、自社のBCM成熟度を相対的に評価できるようになる。

NRIは、今回のサービスに先立ち、日本国内に本社・拠点を置く80社（約半数が金融機関）のBCM実態を調査した。結果は、対象企業のうち最も多かったのがレベル4（26社）で、レベル3（24社）、レベル2（16社）と続いた。

このことから、NRIではこれまでBCMを客観的に評価する適切な指標がなかったため、BCMを推進するうえで目標を設定しにくかったと判断し、新サービスを発売した。今後はBCM推進の支援を積極的に行っていく計画だ。

Dempa Shimbun, December 6, 2011

2. Recent Activities

Initiatives of Group companies

- As NRI's detachment force, Group companies are seeking out fields in which NRI is not directly involved, utilizing its fast decision-making in management and organizational system allowing for rapid adaptation.
- NR Social Information System Services has an approximately 70% share in the backbone systems for the nationwide Silver Human Resource Centers. The company aims to provide support so that the Silver Human Resource Centers can expand the scope of their operations and grow.
- NRI Secure Technologies started a world-wide distributed storage service together with Microsoft Japan.
- NRI Netcom developed a conference system that uses the iPad. In addition to the mainstay web-related business, the company will expand sales of this conference system.

野村総研グループ

社会の課題——で解決

野村総合研究所（以下、NRI）がグループの総合力を生じた戦略に取り組んでおり、少子高齢化、安定的な社会の発展を促すべく、事業分野を絞りこみ、社会がそれぞれの取り組みを推進している。高齢化、セキュリティ、モバイル（2）を事業基盤に定めたグループ企業の取り組みを追った。

高齢者の持つ熟練技能、専門知識を地産地消で活用し、社会に還元する。NRIは、高齢者の就業機会を創出し、社会に貢献する。NRIは、高齢者の就業機会を創出し、社会に貢献する。NRIは、高齢者の就業機会を創出し、社会に貢献する。

高齢化 人材センター支援

情報保護 データを分散保存

モバイル iPad活用提案

R&Dセンターは、NRIグループの最先端技術を開発し、社会に還元する。NRIは、高齢者の就業機会を創出し、社会に貢献する。NRIは、高齢者の就業機会を創出し、社会に貢献する。

「iPad活用提案」は、NRIグループの最先端技術を開発し、社会に還元する。NRIは、高齢者の就業機会を創出し、社会に貢献する。NRIは、高齢者の就業機会を創出し、社会に貢献する。

Nikkan Kogyo Shimbun, November 1, 2011

3. Example of a project



**Credit Suisse Securities
(Japan) Limited**

**Custody operations solutions
Provided by I-STAR/SC**

4. Others Communications

Symposium etc.



November 2011
IT roadmap seminar AUTUMN 2011



November 2011
NRI Banking Seminar 2011



November 2011
2011 Seminar
on Asset Management Business

Publications



Books published since November 2011