
Financial Results

for 2nd Quarter FY March 2012

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

October 28, 2011

Nomura Research Institute, Ltd.

Tadashi Shimamoto,
President, CEO&COO



Contents

1. Financial Results for 2nd Quarter FY March 2012

2. Financial Results Forecasts for FY March 2012

3. Progress with Business Expansion Measures

Highlights of Consolidated Financial Results <1H>

(Unit:JPY million)

	1H FY Mar. 2011	1H FY Mar. 2012	Diff.	YoY Change
Sales	162,106	161,485	(621)	(0.4%)
Operating Profit	16,009	20,081	+4,071	+25.4%
Operating Profit Margin	9.9%	12.4%	+2.6P	
Net Income	9,658	19,703	+10,045	+104.0%
Earnings per share	¥49.62	¥100.97	+¥51.36	+103.5%
Dividends per share	¥26.00	¥26.00	—	

Highlights of Consolidated Results <1H>

■ Comparison to forecasts

(Unit:JPY million)

	1H FY Mar.2012 (Forecasts)*	1H FY Mar.2012 (Results)	Diff.	Change
Sales	160,000	161,485	+1,485	+0.9%
Operating Profit	19,000	20,081	+1,081	+5.7%
Net Income	19,000	19,703	+703	+3.7%

Note: Forecasts were announced on July 27, 2011

Key Factors in Financial Results for 1H FY March 2012

- 1H sales were unchanged from the previous year
2Q sales rose over the previous year for the first time in nine quarters

1. The implementation of STAR-IV at Nomura Securities' got off to a smooth start. Sales to Nomura Holdings began to increase.
2. Consulting sales increased due to an improvement in client consulting needs.
3. Sales for Industrial IT Solutions rose due to the effect of new client acquisitions.

- 1H operating income was up 25.4%
Operating profit margin improved to 12.4% due to improved profitability

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

- Net 1H profit rose 104.0% due to extraordinary profit posted in 1Q

Sales by Segment <1H>

(Unit:JPY million)						
	1H FY Mar.2011 (Apr.-Sep.)	Share	1H FY Mar.2012 (Apr.-Sep.)	Share	Diff.	YoY Change
Consulting	8,679	5.4%	9,667	6.0%	+988	+11.4%
Financial IT Solutions	98,640	60.8%	97,525	60.4%	(1,115)	(1.1%)
Securities	47,375	29.2%	46,445	28.8%	(930)	(2.0%)
Insurance	27,210	16.8%	28,143	17.4%	+933	+3.4%
Banking	13,119	8.1%	12,183	7.5%	(935)	(7.1%)
Other financial	10,935	6.7%	10,752	6.7%	(183)	(1.7%)
Industrial IT Solutions	42,516	26.2%	43,697	27.1%	+1,180	+2.8%
Distribution	20,946	12.9%	21,387	13.2%	+440	+2.1%
Manufacturing, service and other	21,569	13.3%	22,309	13.8%	+740	+3.4%
IT Platform Services	8,140	5.0%	6,380	4.0%	(1,759)	(21.6%)
Others	4,130	2.5%	4,214	2.6%	+84	+2.0%
Total	162,106	100.0%	161,485	100.0%	(621)	(0.4%)
Nomura Holdings	38,596	23.8%	40,585	25.1%	+1,988	+5.2%
Seven & i Holdings	20,554	12.7%	19,380	12.0%	(1,173)	(5.7%)

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

Segment performance results <1H>

■including Inter-segment sales for each segment

(Unit:JPY million)

		1H FY Mar.2011 (Apr.-Sep.)	1H FY Mar.2012 (Apr.-Sep.)	Diff.	YoY Change
Consulting	Sales	8,713	9,730	+1,016	+11.7%
	OP	(258)	813	+1,071	—
	OPM	(3.0%)	8.4%	+11.3P	
Financial IT Solutions	Sales	98,669	97,560	(1,108)	(1.1%)
	OP	8,660	9,511	+850	+9.8%
	OPM	8.8%	9.7%	+1.0P	
Industrial IT Solutions	Sales	44,734	46,040	+1,305	+2.9%
	OP	1,042	3,287	+2,244	+215.3%
	OPM	2.3%	7.1%	+4.8P	
IT Platform Services	Sales	40,446	37,793	(2,653)	(6.6%)
	OP	5,228	5,104	(123)	(2.4%)
	OPM	12.9%	13.5%	+0.6P	

Sales by Service <1H>

(Unit:JPY million)

	1H FY Mar.2011 (Apr.-Sep.)	Share	1H FY Mar.2012 (Apr.-Sep.)	Share	Diff.	YoY Change
Consulting Services	14,492	8.9%	17,203	10.7%	+2,711	+18.7%
System Development & System Application Sales	59,240	36.5%	58,716	36.4%	(524)	(0.9%)
System Management & Operation Services	84,035	51.8%	81,319	50.4%	(2,715)	(3.2%)
Product Sales	4,337	2.7%	4,245	2.6%	(92)	(2.1%)
Total	162,106	100.0%	161,485	100.0%	(621)	(0.4%)

P/L Highlight <1H>

(Unit:JPY million)

	1H FY Mar.2011 (Apr.-Sep.)	1H FY Mar.2012 (Apr.-Sep.)	Diff.	YoY Change
Sales	162,106	161,485	(621)	(0.4%)
Cost of Sales	118,595	113,347	(5,247)	(4.4%)
Subcontracting Costs	50,547	52,492	+1,945	+3.8%
Gross Profit	43,511	48,137	4,626	+10.6%
Gross Profit Margin	26.8%	29.8%	+3.0P	
SG&A	27,501	28,056	+554	+2.0%
Operating Profit	16,009	20,081	4,071	+25.4%
Operating Profit Margin	9.9%	12.4%	+2.6P	

P/L Highlight cont. <1H>

(Unit:JPY million)

	1H FY Mar.2011 (Apr.-Sep.)	1H FY Mar.2012 (Apr.-Sep.)	Diff.	YoY Change
Operating Profit	16,009	20,081	+4,071	+25.4%
Non-operating gain and loss	1,077	949	(127)	
Dividend income	960	848	(112)	
Other Income and Expense	(345)	10,812	+11,158	
Gain on sales of subsidiaries and affiliates' stocks	—	8,564	+8,564	
Bonus dividends income	—	3,010	+3,010	
Income taxes etc.	7,081	12,139	+5,058	
Net Income	9,658	19,703	+10,045	+104.0%

Order Backlog (Outstanding)

(Unit:JPY million)

	At end of Sep. 2010	At end of Sep. 2011	Diff.	YoY Change
Consulting	4,143	4,688	+544	+13.1%
Financial IT Solutions	74,366	80,697	+6,330	+8.5%
Industrial IT Solutions	31,420	30,458	(962)	(3.1%)
IT Platform Services	5,321	4,623	(697)	(13.1%)
Other	2,523	2,429	(94)	(3.7%)
Total	117,776	122,896	+5,119	+4.3%
Order backlog in the current FY	112,745	119,203	+6,457	+5.7%

Order Volume <1H>

(Unit:JPY million)

	1H FY Mar.2011 (Apr.-Sep.)	1H FY Mar.2012 (Apr.-Sep.)	Diff.	YoY Change
Consulting	11,232	11,946	+714	+6.4%
Financial IT Solutions	52,919	67,917	+14,998	+28.3%
Industrial IT Solutions	23,932	27,331	+3,399	+14.2%
IT Platform Services	4,818	3,207	(1,610)	(33.4%)
Other	4,269	4,716	+447	+10.5%
Total	97,171	115,120	17,948	+18.5%

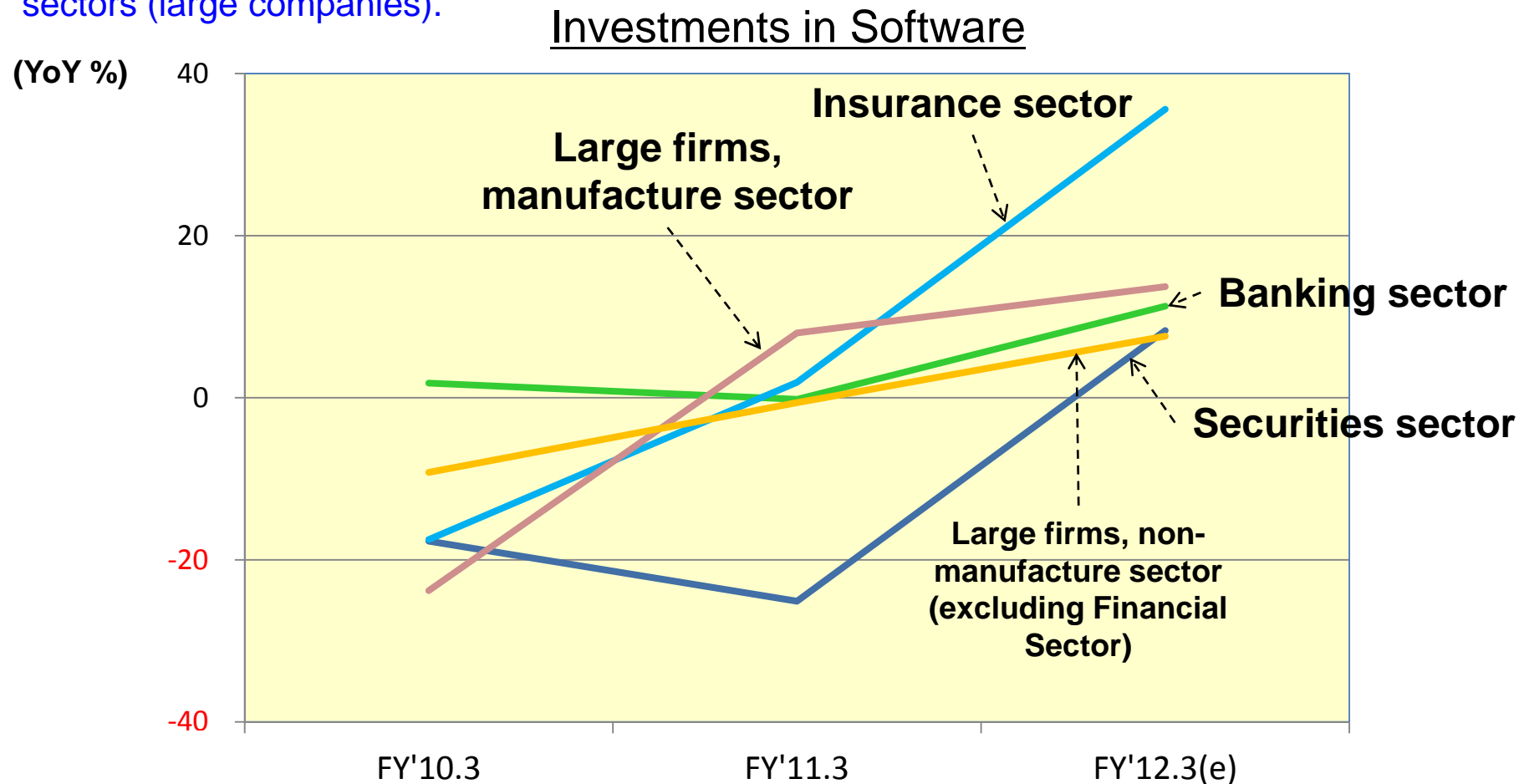
1. Financial Results for 2nd Quarter FY March 2012

2. Financial Results Forecasts for FY March 2012

3. Progress with Business Expansion Measures

Assessing the business environment

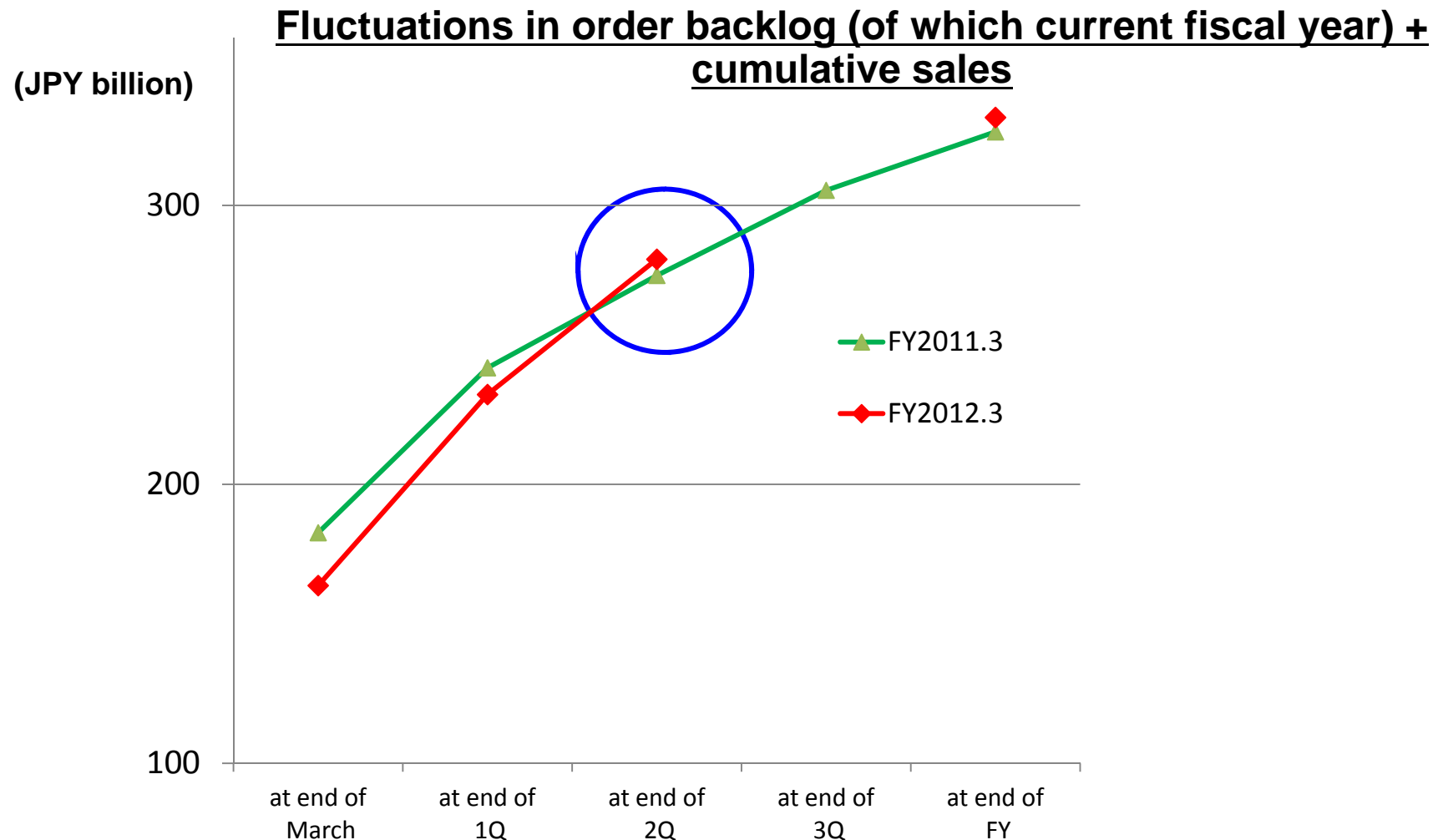
- Software investment plans as reported in the BOJ Tankan Survey reveal that, among financial institutions, the insurance sector, banks and the securities sector continue to expect to increase software investment. Also expecting to increase are the manufacturing and non-manufacturing sectors (large companies).



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

Sales + Consolidated Order Backlog








- Cumulative sales at end-Sep + order backlog rose year on year. Steady rise to meet forecast of income gains in 2H



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		•Higher demand in system consulting and operational consulting
Financial IT Solutions		
Securities		•Start development to implement STAR-IV at Nomura Securities. Production activities got well underway in 2Q. Investment in STAR-IV is also progressing smoothly.
Insurance		•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		•Steady acquisition of clients with Internet banking system Value Direct •Currently updating and developing an account system for trust bank clients
Other financial		•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		•Increase investment services in Japan for key clients and addressed overseas expansion
Manufacturing, service and other		•Continue efforts to acquire new clients and new deals, with a focus on the consumer industry (consumer goods manufacturing, etc.)

Key Factors in Earnings Revisions for FY March 2012

- **Order backlog at end-Sep (of which current fiscal year) was up 5.7% over the previous year**

Steady increase in orders will lead to higher sales in 2H

1. Steady start to project to implement STAR-IV at Nomura Securities
2. Order backlog for Consulting and Financial IT Solutions is solid
3. At the same time, further marketing efforts will be needed to achieve full-year sales forecasts in Industrial IT Solutions

- **Improvements in profitability exceeded forecasts for both Consulting and IT Solutions**

1. Improvement in project management and effect of enhanced utilization rate exceeded expectations
2. Financial impact of earthquake, such as the response to electricity shortages, was limited

Forecasts for FY March 2012

【Full Year】

(unit: billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Oct. 28)	YoY Change		FY Mar. 2012 (Forecasts as of July 27)	Comparison to forecasts
			Diff.	%		
Sales	326.3	331.5	+5.1	+1.6%	330.0	+1.5
Operating Profit	38.4	42.0	+3.5	+9.3%	40.0	+2.0
Operating Profit Margin	11.8%	12.7%	+0.9P	/	12.1%	+0.5P
Net Income	23.1	32.0	+8.8	+38.0%	31.5	+0.5
Earnings per share	¥119.11	¥163.99	+¥44.88	+37.7%	¥161.62	/
Dividends per share	¥52.00	¥52.00	—	—	¥52.00	—

Forecasts by Segment for FY March 2012 <1>

【Full Year】

(unit: billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Oct. 28)	YoY Change		FY Mar. 2012 (Forecasts as of July 27)	Comparison to forecasts
			Diff.	%		
Consulting	19.7	20.1	+0.4	+2.2%	20.0	+0.1
Financial IT Solutions	1,94.9	200.5	+5.6	+2.9%	199.5	+1.0
Securities	94.9	98.5	+3.5	+3.8%	98.5	—
Insurance	54.4	56.1	+1.7	+3.2%	56.0	+0.1
Banking	23.5	23.6	+0.1	+0.5%	23.0	+0.6
Other financial	22.0	22.2	+0.2	+1.1%	22.0	+0.2
Industrial IT Solutions	87.9	89.6	+1.6	+1.9%	90.0	(0.3)
Distribution	41.1	42.3	+1.2	+3.0%	41.5	+0.8
Manufacturing, service and other	46.8	47.2	+0.4	+1.0%	48.5	(1.2)
IT Platform Services	15.3	12.3	(2.9)	(19.3%)	12.0	+0.3
Others	8.3	8.7	+0.3	+4.7%	8.5	+0.2
Total	326.3	331.5	+5.1	+1.6%	330.0	+1.5

Forecasts by Segment for FY March 2012 <2>

【2H】

(unit: billion)

	2H FY Mar.2011 (Results)	2H FY Mar. 2012 (Forecasts as of Oct. 28)	YoY Change		2H FY Mar. 2012 (Forecasts as of July 27)	Comparison to forecasts
			Diff.	%		
Consulting	11.0	10.5	(0.5)	(4.9%)	10.5	—
Financial IT Solutions	96.2	103.0	+6.7	+7.0%	102.0	+1.0
Securities	47.5	52.0	+4.4	+9.4%	51.0	+1.0
Insurance	27.2	28.0	+0.7	+2.9%	28.0	—
Banking	10.4	11.5	+1.0	+10.1%	11.5	—
Other financial	11.0	11.5	+0.4	+3.7%	11.5	—
Industrial IT Solutions	45.4	45.9	+0.4	+1.1%	47.0	(1.0)
Distribution	20.2	21.0	+0.7	+3.8%	21.0	—
Manufacturing, service and other	25.2	24.9	(0.2)	(1.2%)	26.0	(1.0)
IT Platform Services	7.2	6.0	(1.2)	(16.7%)	6.0	—
Others	4.1	4.5	+0.3	+7.3%	4.5	—
Total	164.2	170.0	+5.7	+3.5%	170.0	—

Forecasts by Service for FY March 2012 <1>

【Full Year】

(unit: billion)

	FY Mar.2011 (Results)	FY Mar. 2012 (Forecasts as of Oct. 28)	YoY Change		FY Mar. 2012 (Forecasts as of July 27)	Comparison to forecasts
			Diff.	%		
Consulting Services	32.9	34.7	+1.7	+5.3%	34.0	+0.7
System Development & System Application Sales	117.0	123.2	+6.1	+5.2%	124.0	(0.7)
System Management & Operation Services	166.5	164.3	(2.2)	(1.4%)	163.0	+1.3
Product Sales	9.7	9.2	(0.4)	(4.6%)	9.0	+0.2
Total	326.3	331.5	+5.1	+1.6%	330.0	+1.5

Forecasts by Service for FY March 2012 <2>

【2H】

(unit: billion)

	2H FY Mar.2011 (Results)	2H FY Mar. 2012 (Forecasts as of Oct. 28)	YoY Change		2H FY Mar. 2012 (Forecasts as of July 27)	Comparison to forecasts
			Diff.	%		
Consulting Services	18.4	17.5	(0.9)	(5.3%)	17.5	—
System Development & System Application Sales	57.8	64.5	+6.6	+11.5%	64.5	—
System Management & Operation Services	82.5	83.0	+0.4	+0.6%	83.0	—
Product Sales	5.3	5.0	(0.3)	(6.6%)	5.0	—
Total	164.2	170.0	+5.7	+3.5%	170.0	—

1. Financial Results for 2nd Quarter FY March 2012

2. Financial Results Forecasts for FY March 2012

3. Progress with Business Expansion Measures

long-term business plan : “Vision 2015”

Growth potential: 7% growth target
Profitability: Operating profit margin over 13%
Strong business portfolio



Greater advancement of services in
financial sector

➤ Create more industry-specific, standardized solutions (business platform)

Expansion into **industry-related sectors**

➤ Win more customers in the industry sector by tapping our existing strengths

Strengthen and expand business in
China and Asia

➤ Second NRI in China and Asia

Increase productivity and
develop human resources

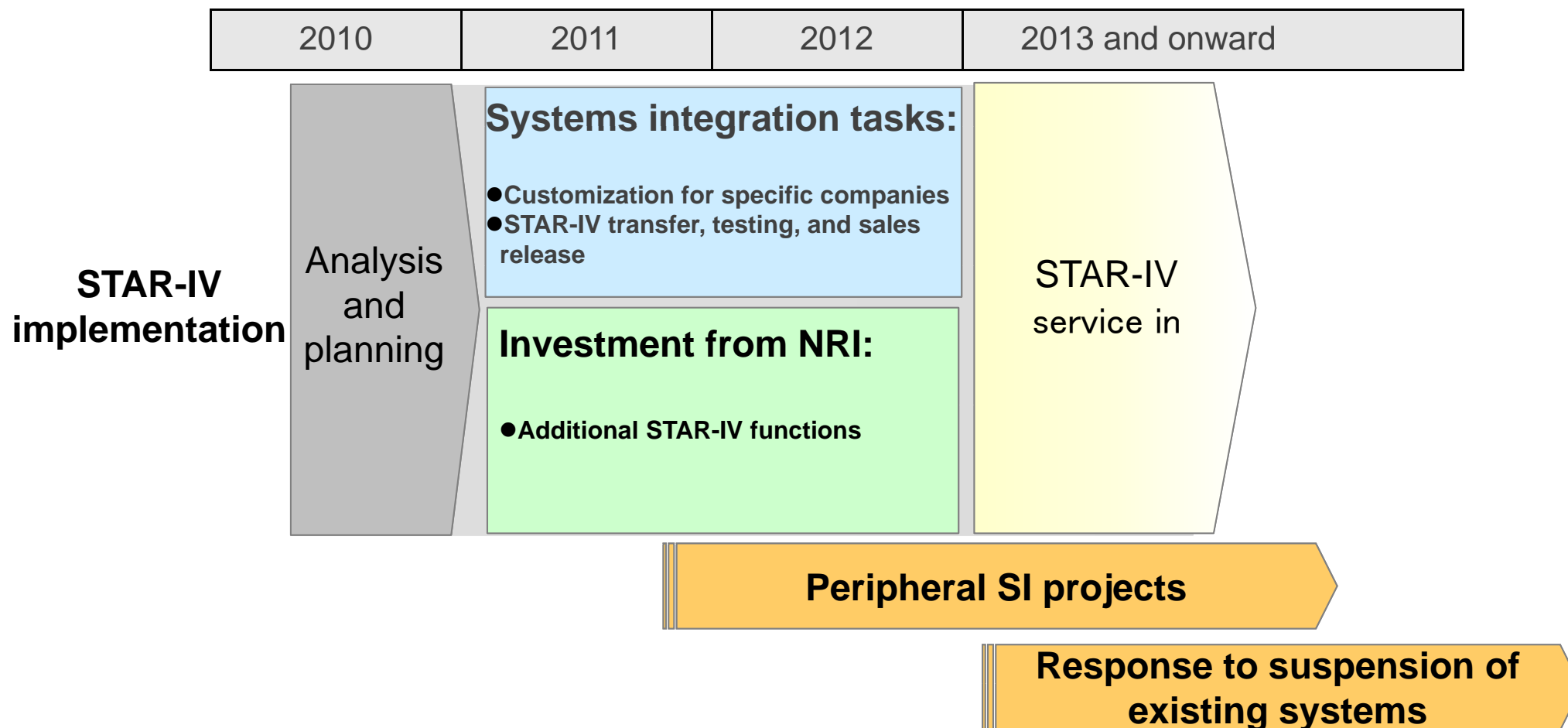
Securities sector

Greater advancement of services in **financial sector**

➤ Expansion of new-generation business platforms that cut across industries and markets

➤ Implementation of STAR-IV at Nomura Securities (target date of Jan 2013)

Steady progress with project; full-scale development underway since 2Q



Banking sector

Greater advancement of services in **financial sector**

➤ Expansion of new-generation business platforms that cut across industries and markets

➤ Expansion of solutions for banking sector

ValueDirect

Internet Banking Solution

Number of companies deciding to implement solution increased from 4 to 6¹

Steady client acquisition

**Collaboration with
Nihon Unisys**

Account-type system
utilizing BANKSTAR®²

BestwayJJ

OTC operating solution for
investment trusts
Adopted by 105 companies
(end-Sep 2011)

1. Comparison with 1Q
2. Registered trademark of Nihon Unisys, Ltd.

Examples of new activities in collaboration with Nihon Unisys

➤ Start of joint seminars

- Collaborative activities between NRI's consulting services and Nihon Unisys's IT platform solutions
- The first topic (Nov. 2) is business continuity plans (BCPs). More of these seminars are being planned.

**経営課題としての
事業継続計画 (BCP) セミナー**

大規模災害時のリスクの視覚化に基づく事業継続計画策定のポイントと
事業継続のためのエンタープライズクラウドのご紹介

2011年11月2日(水)
14:00~17:10 (13:30受付開始)

対象 ▶ 経営企画部門、情報システム部門をご担当される役員クラスの方
▶ 事業継続やリスクマネジメントをご担当される役員クラスの方

主催 株式会社野村総合研究所、日本ユニシス株式会社
会場 明治記念館 (隣の隣)

定員100名

参加費 無料 (当日受付)

東日本大震災では、サプライチェーンが寸断されて生産や流通に影響が出た企業や、重要なデータが消失し、業務がストップした企業が少なくありませんでした。これを機に、現在、多くの企業が将来の災害に備えてより実効性のあるBCP策定に動き出しています。

事業継続のために、どのような対策が必要なのか？ セミナーでは、大規模災害において限られたリソースでコアとなる事業を継続するための対策について経営とITの両面から解決策をご提案します。また、実際に東日本大震災を体験した企業様より、震災から見えてきた課題とあるべきBCPについてお話しします。

企業のマネジメントの方、情報システム部門の方など、全社的な事業継続やリスク管理に携わる方のご参加をお待ちしております。

お申し込み
<https://evesys.unisys.co.jp/public/seminar/view/1415>

※お申し込みは先着順です。定員に達した場合は、お申し込みの順番により優先いたします。お申し込みの状況は随時更新いたします。お申し込みの状況は随時更新いたします。

日本ユニシス セミナー 検索

※日本ユニシスのセミナー（イベント）情報にアクセスし、イベントID(1415)よりお申し込みください。

お問い合わせ 0120-024-608 (平日9:00~17:30)

Other examples of collaboration with Nihon Unisys

- Internet banking
Proposal for compatible functions for NRI's Internet banking solution ValueDirect and Nihon Unisys' core banking system line
- Account-type system
Proposal and introduction of solutions for banks in collaboration with Nihon Unisys utilizing its BankVision® and BANKSTAR® open account systems

Distribution, manufacturing and services sectors

Expansion into **industry-related sectors**

➤ Attract clients that lead their industries and expand sphere of industries and operations in which NRI excels

- **Acquisition of clients in the consumer and industry sectors**
- **Utilization of strengths in consulting and infrastructure**

Pursuit of prime account strategy

Large projects started at three companies

Acquire large-scale projects

Communications and health care sectors

Currently developing core system all-purpose solutions for the distribution retail industry

BizMart ビズマート
BizMart Retail Core

Business Expansion in India: Consulting Business

Strengthen and expand in
China and Asia

➤ Second NRI in China and Asia

- **Subsidiary established in India to develop consulting business**
- **Capital invested in local company to establish research system covering India**

NRI India

Name	Nomura Research Institute India Pvt. Ltd. (Abbreviation: NRI India)
Business	Research and consulting services
Date established	October 2011 (tentative)
Location	Delhi

Starting with 10 employees,
with plans to expand to 30 employees in 5 years

Capital Alliance

Name	Market Xcel Data Matrix Pvt. Ltd.
Established	2000
Headquarters	New Delhi
No. of employees	94 (as of end-March 2011)
Business	Consumer surveys, corporate surveys
Offices	New Delhi, Mumbai, Chennai, Kolkata, Bangalore, Hyderabad, Ahmedabad, Pune (eight offices in India), Singapore

NRI acquired a 25.1% equity stake to form a business alliance.

New Data Center: Construction Progressing Smoothly for Completion in 2012

- **Interest in data centers with inland locations has risen sharply as more companies consider disaster countermeasures**

Construction of new data center (Tama)



As of September 2011

Artist's rendition of completed center



Capital investment for data centers (provisional)

- Fiscal 2011: About 9bn yen
- Fiscal 2012: About 8bn yen

High-performance data centers are the core facilities
supporting NRI's system outsourcing business

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 <2Q>

(Unit: JPY million)

	2Q FY Mar. 2011 (Jul.-Sep.)	2Q FY Mar. 2012 (Jul.-Sep.)	Diff.	YoY Change
Sales	81,455	83,019	+1,563	+1.9%
Operating Profit	9,448	11,439	+1,991	+21.1%
Operating Profit Margin	11.6%	13.8%	+2.2P	
Net Income	5,575	6,822	+1,246	+22.4%
Earnings per share	¥28.64	¥34.92	+¥6.28	+21.9%

1. Other Financial Result-related Data

Highlights of Consolidated Results <2Q>

(Unit: JPY million)

	2Q FY Mar. 2011 (Jul.-Sep.)	Share	2Q FY Mar. 2012 (Jul.-Sep.)	Share	Diff.	YoY Change
Consulting	4,890	6.0%	5,353	6.4%	+462	+9.5%
Financial IT Solutions	48,973	60.1%	49,777	60.0%	+803	+1.6%
Securities	24,230	29.7%	23,364	28.1%	(865)	(3.6%)
Insurance	13,412	16.5%	14,051	16.9%	+639	+4.8%
Banking	5,764	7.1%	6,713	8.1%	+948	+16.5%
Other financial	5,566	6.8%	5,648	6.8%	+81	+1.5%
Industrial IT Solutions	21,385	26.3%	22,279	26.8%	+894	+4.2%
Distribution	10,335	12.7%	10,858	13.1%	+523	+5.1%
Manufacturing, service and other	11,049	13.6%	11,420	13.8%	+370	+3.4%
IT Platform Services	4,260	5.2%	3,396	4.1%	(864)	(20.3%)
Others	1,945	2.4%	2,212	2.7%	+267	+13.7%
Total	81,455	100.0%	83,019	100.0%	+1,563	+1.9%
Nomura Holdings	19,441	23.9%	22,098	26.6%	+2,657	+13.7%
Seven & i Holdings	9,943	12.2%	9,768	11.8%	(175)	(1.8%)

*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

<2Q>

■including Inter-segment sales for each segment

(Unit:JPY million)

		2Q FY Mar.2011 (July.-Sep.)	2Q FY Mar.2012 (July.-Sep.)	Diff.	YoY Change
Consulting	Sales	4,903	5,401	+498	+10.2%
	OP	474	914	+440	+92.9%
	OPM	9.7%	16.9%	+7.3P	
Financial IT Solutions	Sales	48,986	49,795	+809	+1.7%
	OP	4,920	4,411	(508)	(10.3%)
	OPM	10.0%	8.9%	(1.2P)	
Industrial IT Solutions	Sales	22,553	23,453	+900	+4.0%
	OP	889	2,648	+1,759	+197.9%
	OPM	3.9%	11.3%	+7.4P	
IT Platform Services	Sales	20,433	19,624	(809)	(4.0%)
	OP	2,596	2,633	+36	+1.4%
	OPM	12.7%	13.4%	+0.7P	

1. Other Financial Result-related Data

Sales by Service <2Q>

(Unit:JPY million)

	2Q FY Mar. 2011 (Jul.-Sep.)	Share	2Q FY Mar. 2012 (Jul.-Sep.)	Share	Diff.	YoY Change
Consulting Services	7,974	9.8%	8,494	10.2%	+519	+6.5%
System Development & System Application Sales	29,378	36.1%	31,010	37.4%	+1,631	+5.6%
System Management & Operation Services	41,762	51.3%	40,968	49.3%	(793)	(1.9%)
Product Sales	2,339	2.9%	2,546	3.1%	+206	+8.8%
Total	81,455	100.0%	83,019	100.0%	+1,563	+1.9%

1. Other Financial Result-related Data

P/L Highlight <2Q>

(Unit:JPY million)

	2Q FY Mar. 2011 (Jul.-Sep.)	2Q FY Mar. 2012 (Jul.-Sep.)	Diff.	YoY Change
Sales	81,455	83,019	+1,563	+1.9%
Cost of Sales	58,553	57,658	(895)	(1.5%)
Subcontracting Costs	25,626	27,363	+1,736	+6.8%
Gross Profit	22,901	25,360	+2,459	+10.7%
Gross Profit Margin	28.1%	30.5%	+2.4P	
SG&A	13,452	13,920	+468	+3.5%
Operating Profit	9,448	11,439	+1,991	+21.1%
Operating Profit Margin	11.6%	13.8%	+2.2P	

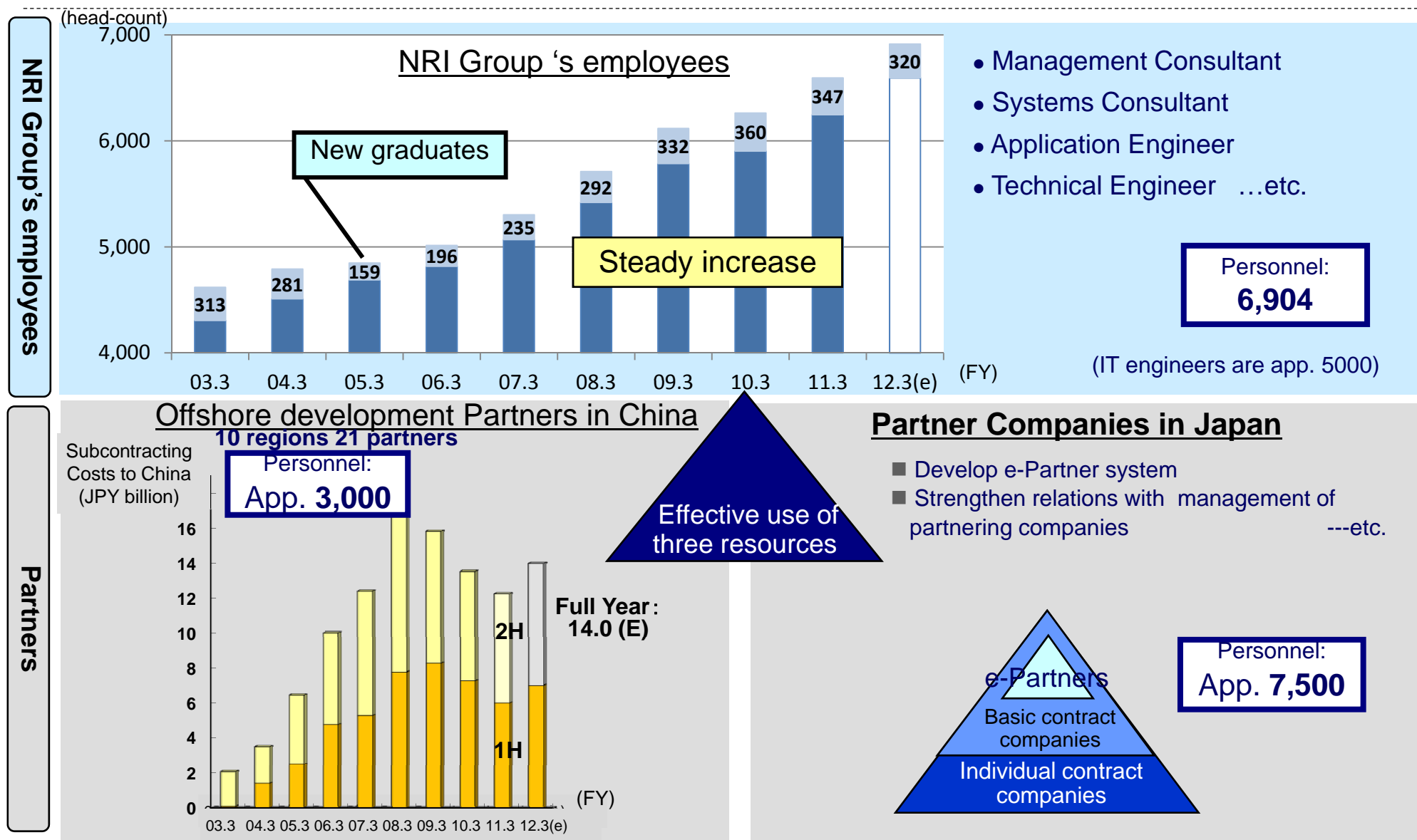
1. Other Financial Result-related Data

P/L Highlight cont.<2Q>

	(Unit:JPY million)			
	2Q FY Mar. 2011 (Jul.-Sep.)	2Q FY Mar. 2012 (Jul.-Sep.)	Diff.	YoY Change
Operating Profit	9,448	11,439	+1,991	+21.1%
Non-operating gain and loss	135	38	(97)	
Other Income and Expense	(28)	(408)	(379)	
Loss on valuation of investment securities	—	(529)	(529)	
Income taxes etc.	3,979	4,247	+267	
Net Income	5,575	6,822	+1,246	+22.4%

1. Other Financial Result-related Data

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

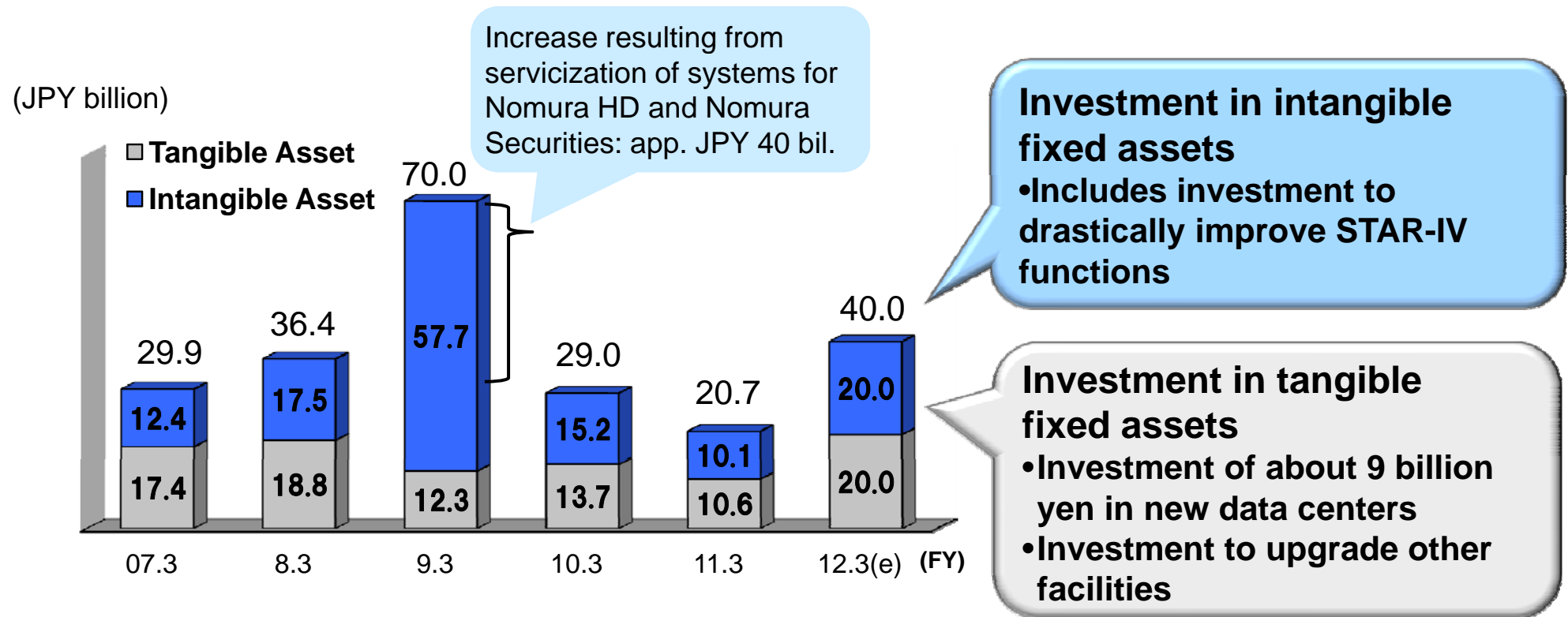


1. Other Financial Result-related Data

Capital Investments

- Investment related to STAR-IV is proceeding on track
- Construction of a new data center began in May and is scheduled for completion in 2012

Trends in capital investment



2. Recent Activities

T-STAR/GX on T-MONOLIX

- On September 5, NRI began offering a new service, T-STAR/GX on T-MONOLIX, that makes T-STAR/GX, a front and middle solution for asset managers, available on its cloud environment.
- T-STAR/GX is a solution providing specialized data warehousing for asset managers by connecting to data of NRI's back office solution for asset management companies (T-STAR/TX, T-STAR/RX, SYNTAX) and market data.

* T-MONOLIX is the name for NRI's service framework for asset managers, including infrastructure services.

Nikkei Business Daily, September 6, 2011

2. Recent Activities

Achieved maturity level 5, highest level of CMMI V1.3

- NRI's division that builds large-scale systems for the life insurance industry achieved maturity level 5, the highest level, in the CMMI (Capability Maturity Model Integration) for Development V1.3.
- NRI was the first Japanese company to achieve this level officially, and the fifth worldwide (as of August 1, 2011).
- The same NRI division, which has now achieved level 5 of V1.3, had previously achieved maturity level 5 of CMMI V1.1 on June 2, 2006.

◆ソフト開発で世界最高位

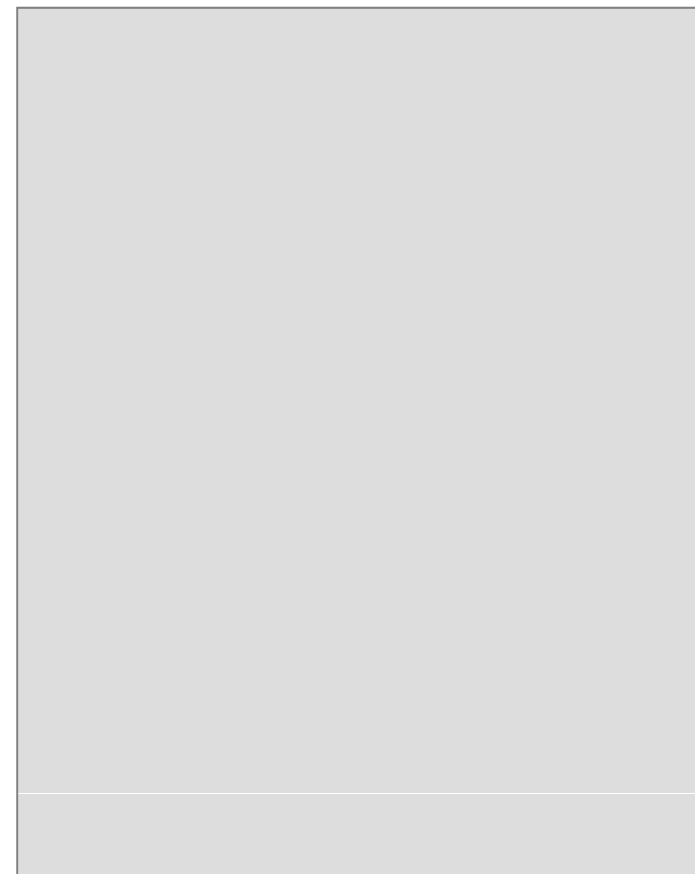
野村総合研究所（NRI）生命保険事業の大規模システムを構築する部門が、ソフトウェア開発プロセスの習熟度を評価する国際基準「CMMI V1.3」の最高位である「習熟度レベル5」を取得した。2010年11月にバージョンアップした最新版でレベル5を取得したのは日本企業で初めてで、世界でも5社目となる。

Nikkan Kogyo Shimbun, August 4, 2011

2. Recent Activities

**Ranked 9th out of IT companies
serving financial industry**

- **NRI was ranked 9th in 2011 on the FinTech 100, an evaluation by US research companies of the top 100 global service and data providers in the financial services market. This is the second consecutive year that NRI has been ranked 9th, and it was also the only Japanese company in the top 10, as in 2010.**
- **Every fall, FinTech 100 ranks IT service companies serving the financial industry that derive more than one third of their revenue from this industry .**



Nikkei Business Daily, October 20, 2011

2. Recent Activities

Reinforcing system development for banking industry

- NRI is strengthening development of its systems for the banking sector. In addition to developing an investment consulting support system for banks, NRI will launch marketing activities targeting Internet banks nearing the renewal period for their account systems for account processing.
- NRI will begin offering Value Direct, a system intended for regional banks lacking adequate Internet banking functions, in January 2012. NRI has formed a business affiliation with Nihon Unisys, a company that is particularly skilled in account systems, and Value Direct will be offered in a combination with its account system.

銀行システム柱に育成

NRI 投資相談・ネット銀狙う

野村総合研究所（NRI）は銀行向けのシステム開発事業を強化する。銀行向けシステム開発を、強みを持つ証券業界へと並ぶ柱にする狙い。銀行の投資相談支援システムを開発するほか、会計処理などを担う勘定システムの変更時期を迎えるインターネット銀行に営業活動をかける。銀行の投資相談支援システムは現在、システム

の企画・開発段階にある。老後の資産運用などの相談に訪れた個人客に、行員がシステムを利用し、的確に顧客対応できるようにする。その際に同様のシステムを展開している証券業界で培ったノウハウを生かす。「銀行でも証券と同じニーズがある」（嶋本正社長）としている。

NRIは店舗を持つ銀行の勘定システムに関する実績が少なくない。一方で、ネット銀行の勘定システムは、セブン銀行の勘定システムを手がけるなど二つの銀行向けに実績がある。ネット銀行向けは今後も「一定の市場が見込める」（嶋本社長）として、システムを朽化による更改時期を見計らって提案する。

NRIはネット銀行などの機能が十分でない地方銀行を標的にしたシステム「バリユーダイレクト」を2012年1月に開始。同社は勘定システムに強い日本ユニシスと業務提携しており、同社の勘定系と組み合わせ提供していく。

Nikkan Kogyo Shimbun, September 13, 2011

2. Recent Activities

Core operating system for Silver Human Resource Centers

- NRI will propose that Silver Human Resource Centers jointly use its core operating system. With approximately 70% of centers using this system, NRI emphasizes the enhanced operational efficiency that this could achieve.
- “Ageless 80,” a core operating system for Silver Human Resource Centers, is able to handle the centers’ basic operations, as well as administrative operations such as accounting and salary payment and the centers’ overall administration.
- NRI will carry out studies to determine which parts of the system could be shared by multiple centers, and make a proposal after examining technical feasibility.
- With the working-age population in Japan expected to decline, providing environments in which the elderly can work will be increasingly important. Joint use of the system could reenergize the centers.

**シルバー人材拠点運営
システム共同化提案**

NRI 社会情報システム

「が事業を活性化すること
とが労働力不足を解決す
る一つの施策になるた
め、システムの共同化を
センター活性化のきっか
けにしていく。」

運効率率化により、
NRI 社会情報システム
の運用が軽減されるが、セン
ターの高齢者への仕事の
あせせん件数が増えるた
めその減少分を補える。
同社製のシルバー人材
センター向け業務シ
ステム「エイジレス80」
は、センターの本来業務
のほか、経理や給与など
事務作業とセンターの運
営全般に対応できる。複
数センターのシステムで
共同化できる部分を調査
し、技術的に可能か検討
した上で提案する。都道
府県単位や近隣市町村ご
との共同化を想定する。
シルバー人材センター
の業務量を増やす取り組
みも始める。独自事業を
立ち上げて登録者の仕事
の創出に取り組んでいる
。シルバー人材センタ
ーに対する潜在的な需
要調査をセミナーや研修
会で紹介する。「センタ
ーがもっと活躍できるよ
うに情報提供する」（水
上社長）。

国内の労働力人口は今
後減少する見通しのた
め、高齢者の就労環境を
整えることが求められ
る。シルバー人材センタ

Nikkan Kogyo Shimbun, October 17, 2011

2. Recent Activities

Information Security

- NRI forms a capital and business affiliation with Fourteenforty Research Institute to jointly develop strategic products to counter server attacks and aggressively strengthen its global expansion (August 1).
- NRI collaborates with Motex on audit trail solutions (August 24).
- NRI begins to offer remote access services via IJ America's cloud services (October 6).
- NRI collaborates with Microsoft Japan to provide safer cloud services; start of the world's first distributed storage service using confidential distribution technology (October 12).

Note: Dates given above are press release issue dates.

◆マルウェア対策を共同開発
NRIセキュアテクノロジーズ（東京都港区、03・6274・1011）フォティインフォティ技術研究所（東京都新宿区）に出資する。同研究所が実施する第三者割当増資を引き受けて株式の14%を取得。非常勤取締役1人を派遣する。サイバー攻撃対策のセキュリティ技術を持つ同研究所との提携により、コンピュータウイルスなど悪意を持ったソフトウェアであるマルウェア対策サービスなどを開発する。第一弾として、SaaS（ソフトウェア機能のサービス提供）型のウェブ感染型マルウェア検知サービスを開始する。

◆NRIセキュアと協業
エムオーテックス（大阪市淀川区、06・6308・8989）情報資産監査分野でNRIセキュアテクノロジーズ（東京都港区）と協業すると24日発表した。セキュリティ管理ソフト「ランスコープ・キャットシックス」に、NRIセキュアの情報資産整理ツール「セキュアキューブ・ラベリング」の連携機能を追加し、10月3日に発売。電子ファイルを機密度の高さ別に一覧できる。今後は2社でセミナーを共催するなど営業の強化も図る。

◆MSクラウドでデータ保管
NRIセキュアテクノロジーズ（東京都港区、03・6274・1011）日本マイクロソフトのクラウドコンピューティング基盤「ウィンドウズ・アジュール」上でNRIセキュアのデータ分散保管サービス「NRIセキュア」のデータ分散保管サービスを11月上旬に始めると12日発表した。詳細に分散したデータを世界3カ所以上のデータセンターに分散して保管。1カ所でデータが失われても残りのデータで全体を復元可能。分割したデータが改ざんされても検出できる。今後3年間に300社に導入し、10億円以上の売り上げを目指す。

Nikkan Kogyo Shimbun, August 4, 2011

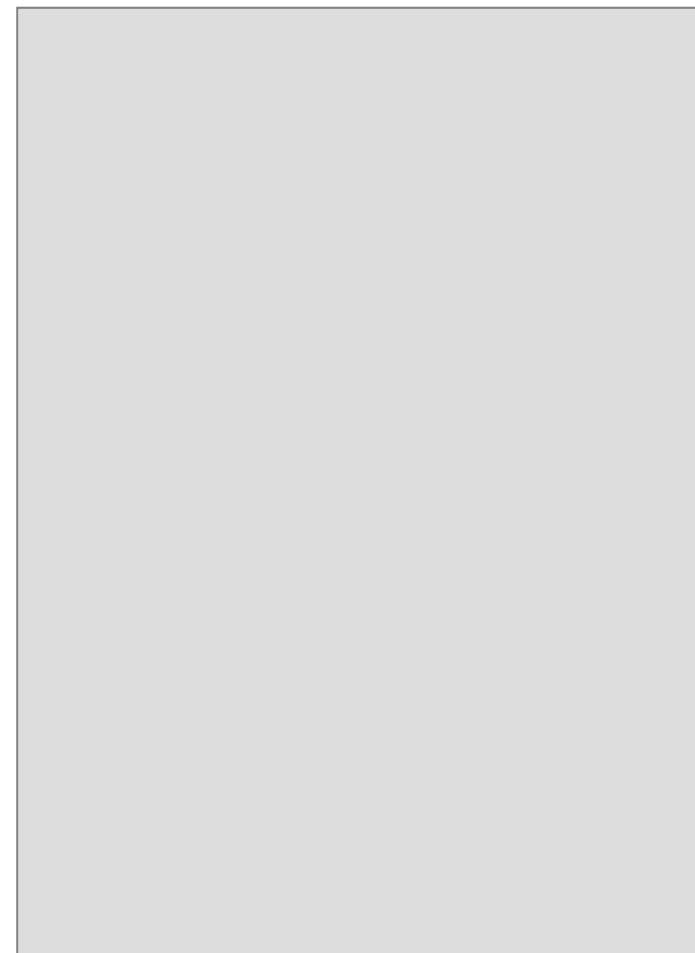
Nikkan Kogyo Shimbun, August 25, 2011

Nikkan Kogyo Shimbun, October 13, 2011

2. Recent Activities

Operations Consulting Promotion Unit established

- On October 1, NRI set up an Operations Consulting Promotion Unit. This unit will be responsible for providing consulting services on the practical side, such as on marketing and sales tactics. The unit is intended to focus on acquiring new clients to expand the client base for consulting services, leading to an increase in orders for system development.
- More than a dozen operations consultants have been assigned to this unit. They will recommend specific measures to realize management strategies.
- This will lead to an expansion of the Systems business for the distribution industry and others to increase NRI's sales going forward.



Nikkei Business Daily, September 26, 2011

2. Recent Activities

Consulting on local government reconstruction

- In mid April, NRI reached an agreement with Miyagi Prefecture to provide support for the establishment of an earthquake recovery plan. On August 26, Miyagi Prefecture released its reconstruction plan.
- NRI had previously made proposals regarding the redesign of disaster countermeasures and obsolete social infrastructure utilizing IT, and offered this expertise. Miyagi Prefecture's plan took advantage of the recommendations made in early April by the earthquake reconstruction support project team for specific areas, such as industrial revitalization, securing and generating employment, and disaster prevention measures.

自治体復興でコンサル

野村総合研究所（NRI）などのシンクタンクが東日本大震災で被災した自治体の「コンサルティン」活動を積極化する。自治体にとって復興計画の策定は策から本格に立ち上げる第一歩。だが、計画手立て自体で策定し、実行する余裕がない自治体もある。そこで海援隊を見いだし、シンクタンクとしてのノウハウ蓄積と、宮城県をはじめとした復興を提言してきたことを生かそうとしている。

◇ ◆ ◆
（戸村卓華）

野村総研、被災地に提案

トーマス・マンローが中心となり、宮城縣に数人のコンサルタートを常駐させた。「時代の变化には常に先手を打つべき」という考えのもと、山田澤明顧問を目指した。

宮城県は被害を受けた産業や製造業など甚大な影響を受けた産地再生に加え、少子高齢化など以前からの課題の対策打ち出するなど、先進的な地域への再構築に向けた復興計画案を8月26日に公表。目標期間10年を目途とし、復旧期の3年間と再興の4年間、発展期の3年間に区切った。震災から復旧のすまじたい々々、新しい宮城県に生まれ変わる決意を込めている。

役を二段階とした復興計画案の公表で一段落ついたと達成感を生み入れる中で、その域域特有の課題の解決が見えることもある。シンクタンクが持つ「構想力」と知財が自治体の復興計画の実効性を高めることが期待される。

宮城県の次にNRIが狙いを定めるのは被災した市町村。同社のコンサルタートは自治体をひとつに開き取りやアドバイザーとして活動している。同社社長は「自治体には算が足りない復興計画実行に移さず、まずは復興コンサルタントが付く。我が国コンサルティングという形で支援できる」とし、有償で復興計画策定する商機と見ている。

東日本大震災から半年が経過し、復興は長期的な視野で復興に乗り出すところだ。市町村の職員や地元企業などがその地域に根付いた人材が復興計画の中心になるとはわかってはいるが、外部の視点を保つ必要がある。その域域特有の課題の解決が見えることもある。シンクタンクが持つ「構想力」と知財が自治体の復興計画の実効性を高めることが期待される。

Nikkan Kogyo Shimbun, September 16, 2011

3. Example of a project



松井証券

Matsui Securities Co., Ltd.

**Introduction of IP communication
infrastructure**

4. Others - Supplementary explanation

■ FY March 2012 Consolidated Earnings Model - Sales of JPY331.5 billion and operating profit of JPY42.0 billion

(unit: billion)

	FY Mar.2010 (Results)	FY Mar.2011 (Results)	FY Mar.2012 (Forecasts as of Oct. 28)*	YoY Change		FY Mar.2012 (Forecasts as of July 27)*	Comparison to forecasts
				Diff.	%		
Sales	338.6	326.3	331.5	+5.1	+1.6%	330.0	+1.5
Cost of Sales	245.6	233.1	233.5	+0.3	+0.2%	234.0	(0.5)
Personnel	52.9	54.3	56.0	+1.6	+3.1%	56.0	—
Subcontracting Costs	109.8	101.1	110.0	+8.8	+8.7%	110.0	—
Depreciation	29.3	28.8	29.0	+0.1	+0.5%	30.0	(1.0)
Gross Profit	92.9	93.2	98.0	+4.7	+5.1%	96.0	+2.0
Gross Profit Margin	27.5%	28.6%	29.6%	+1.0P		29.1%	+0.5P
SG&A	52.9	54.7	56.0	+1.2	+2.2%	56.0	—
Operating Profit	40.0	38.4	42.0	+3.5	+9.3%	40.0	+2.0
Operating Profit Margin	11.8%	11.8%	12.7%	+0.9P		12.1%	+0.5P

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

4. Others ~ Communications

Forum



October, 2011

"Dream Up the Future" Forum 2010 Tokyo, Nagoya



Publications



Books published since July 2011