Financial Results Presentation

Financial Results for 1st Quarter FY March 2023

Nomura Research Institute, Ltd.

Hidenori Anzai

Senior Executive Managing Director, Member of the Board, Representative Director

July 28, 2022





Major Initiatives Going Forward

Reference Materials

Highlights of Consolidated Financial Results

YoY comparison

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Revenue	142,647	167,537	24,890	17.4%
Operating Profit	26,564	28,079	1,514	5.7%
Operating Margin	18.6%	16.8%	(1.9P)	
EBITDA Margin	23.5%	22.1%	(1.4P)	
Profit before tax	26,737	27,789	1,051	3.9%
Profit attributable to owners of parent	18,411	18,762	350	1.9%

External Revenue by Segment <Total>

	1Q FY Mar. 2022	Share	1Q FY Mar. 2023	Share	Diff.	YoY Change
Consulting	8,603	6.0%	9,382	5.6%	779	9.1%
Financial IT Solutions	71,189	49.9%	80,109	47.8%	8,919	12.5%
Securities	30,569	21.4%	34,557	20.6%	3,988	13.0%
Insurance	15,387	10.8%	18,755	11.2%	3,368	21.9%
Banking	11,519	8.1%	12,524	7.5%	1,005	8.7%
Other financial	13,713	9.6%	14,271	8.5%	558	4.1%
Industrial IT Solutions	53,556	37.5%	66,767	39.9%	13,210	24.7%
Distribution	16,355	11.5%	17,649	10.5%	1,294	7.9%
Manufacturing, service and other	37,200	26.1%	49,117	29.3%	11,916	32.0%
IT Platform Services	9,297	6.5%	11,278	6.7%	1,980	21.3%
Total	142,647	100.0%	167,537	100.0%	24,890	17.4%

External Revenue by Segment <Total>(supplementary information)

Revenue by main client

(JPY million)

	1Q FY Mar. 2022	Share*	1Q FY Mar. 2023	Share*	Diff.	YoY Change
Nomura Holdings	15,259	10.7%	16,740	10.0%	1,481	9.7%

Overseas Revenue

		1Q FY Mar. 2022	Share*	1Q FY Mar. 2023	Share*	Diff.	YoY Change
O,	verseas Revenue	15,896	11.1%	31,454	18.8%	15,558	97.9%
	North America**	1,580	1.1%	9,524	5.7%	7,944	502.8%
	Oceania**	12,874	9.0%	20,067	12.0%	7,193	55.9%
	Asia, other**	1,441	1.0%	1,862	1.1%	420	29.2%
	Average Rate : USD	¥109.52 ¥84.29		¥129.73 ¥92.68			

^{*}Percentage of (total) external sales

^{**} The client location-based method has switched to the subsidiary head office location method, and those which could be grouped into countries or regions have been listed as reference values. Numerical figures for FY March 2022 have been prepared via the same method.

Segment Performance Results < Total>

Including Inter-segment revenue for each segment.

		1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Conculting	Revenue	8,869	9,711	841	9.5%
Consulting	Operating Profit	1,805	1,859	53	3.0%
	Operating Margin	20.4%	19.1%	(1.2P)	
Financial IT Colutions	Revenue	72,245	81,490	9,245	12.8%
Financial IT Solutions	Operating Profit	9,238	11,678	2,440	26.4%
	Operating Margin	12.8%	14.3%	1.5P	
	Revenue	55,057	68,841	13,783	25.0%
Industrial IT Solutions	Operating Profit	6,694	6,679	(14)	(0.2%)
	Operating Margin	12.2%	9.7%	(2.5P)	
IT Dietferme Compieses	Revenue	37,430	40,403	2,973	7.9%
IT Platform Services	Operating Profit	5,488	5,652	164	3.0%
	Operating Margin	14.7%	14.0%	(0.7P)	

Analysis of Increase and Decrease Factors

Main factors for increases and decreases in external Revenue and operating profit by segment are as follows. (Key) (+) Increase factors, (-) Decrease factors

Segment		External revenue	Operating profit
Consulting		(+) Private sector DX consulting & public sector projects	
	Securities	(+) Shared online services implementation projects(+) Systems development for online brokerages	
Financial IT Solutions	Insurance	(+) Systems development for non-life insurance	(+) Profit increase effect from increased revenue
	Banking	(+) Systems development for online banks	
	Other financial, etc.		
Industrial IT	Distribution	(+) Projects for retail(+) Consolidation effect of Core BTS(approx. 1 billion yen)	(+) Improved profitability in Australia
Solutions	Manufacturing & services, etc.	(+) Business in Australia(+) Consolidation effect of Core BTS(approx. 7 billion yen)	(−) Impact of delayed large project launch(−) Consolidation impact of Core BTS
IT Platform	Services	(+) Digital workplace business(+) Information security business	

Revenue by Service < Total >

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Consulting Services	25,060	38,947	13,887	55.4%
System Development & System Application Sales	46,495	49,122	2,626	5.6%
System Management & Operation Services	66,423	70,856	4,432	6.7%
Product Sales	4,667	8,610	3,943	84.5%
Total	142,647	167,537	24,890	17.4%

- Consulting Services: Increased, primarily with domestic finance. Expansion in Australia and the US also contributed
- System Development & System Application Sales: Increased, primarily with domestic finance
- **System Management & Operation Services :** Expanded, primarily with domestic finance and in Australia

Consolidated P/L Highlight < Total >

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	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change	
Revenue	142,647	167,537	24,890	17.4%	
Cost of Sales	91,468	110,230	18,761	20.5%	
Subcontracting Costs	43,508	51,238	7,729	17.8%	
Gross Profit	51,178	57,307	6,129	12.0%	
Gross Profit Margin	35.9%	34.2%	(1.7P)		
SG&A	28,103	31,539	3,436	12.2%	
Other Income and Other Expenses, etc.	3,489	2,310	(1,178)	(33.8%)	
Operating Profit	26,564	28,079	1,514	5.7%	
Operating Margin	18.6%	16.8%	(1.9P)		

Consolidated P/L Highlight < Total > (continued)

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Operating Profit	26,564	28,079	1,514	5.7%
Finance Income and Finance Costs	172	(289)	(462)	_
Profit before tax	26,737	27,789	1,051	3.9%
Income tax expenses	8,266	8,941	674	8.2%
Profit attributable to owners of parent	18,411	18,762	350	1.9%

Order Backlog by Segment (Outstanding)

	At end of Jun. 2021	At end of Jun. 2022	Diff.	YoY Change
Consulting	10,845	14,624	3,779	34.8%
Financial IT Solutions	154,632	154,902	269	0.2%
Industrial IT Solutions	92,419	113,353	20,934	22.7%
IT Platform Services	14,746	18,084	3,338	22.6%
Total	272,644	300,966	28,321	10.4%
Order backlog in the current FY	262,269	292,533	30,263	11.5%

Order Backlog by Segment (Domestic/Overseas)

Order backlog domestically

(JPY million)

	At end of Jun. 2021	At end of Jun. 2022	Diff.	YoY Change
Consulting	10,241	13,737	3,496	34.1%
Financial IT Solutions	149,665	149,489	(176)	(0.1%)
Industrial IT Solutions	64,543	64,981	438	0.7%
IT Platform Services	14,746	18,084	3,338	22.6%
Total	239,196	246,292	7,096	3.0%

Order backlog of overseas subsidiaries

(JPY million)

	At end of Jun. 2021	At end of Jun. 2022	Diff.	YoY Change
Overseas subsidiaries	33,448	54,673	21,224	63.5%

Order backlog of overseas subsidiaries newly consolidated within a year

Core BTS: approx. ¥14 billion

※ Group companies which have the headquarter overseas are classified as overseas subsidiaries.

Results through 1Q and Full-Year Earnings Forecast

(JPY billion)

		1Q	2Q	3Q	4Q	FY
	Revenue	131.1	135.1	138.1	145.9	550.3
FY March 2021	Operating Profit	17.8	22.0	24.1	16.7	80.7
	Operating Margin	13.6%	16.3%	17.5%	11.5%	14.7%
	Revenue	142.6	149.3	155.9	163.6	611.6
FY March 2022	Operating Profit	26.5	27.3	27.4	24.8	106.2
	Operating Margin	18.6%	18.3%	17.6%	15.2%	17.4%
	Revenue	167.5	152.5	350	.0	670.0
FY March 2023 Figures for 2Q and full-year are estimates	Operating Profit	28.0	27.0	60.0		115.0
	Operating Margin	16.8%	17.7%	17.1	%	17.2%

Note: Figures for the 2Q of the fiscal year ending March 31, 2023 were calculated by subtracting 1Q results from forecasts for 1H.

Key Factors in Financial Results for 1Q FY March 2023

Higher income with +17.4% in revenue

- Projects to update legacy systems advanced, primarily in financial IT
- In addition to business growth in Australia, the consolidation effect of Core BTS also contributed to revenue

+5.7% in operating profit

- The effect of increased revenue in financial IT contributed
- Profit margin of approx. 10% in Australia (after depreciation deduction) also contributed to increased profit

The first quarter was a good start toward achieving first half targets, and we are in line to achieve the overseas sales target specified in V2022

Major initiatives going forward

Reference Materials

Major initiatives going forward

DX projects: Present state and future outlook

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DX 3.0	Paradigm transformation	 Endorsed the METI "GX League Basic Concept" and working toward GX (green transformation) Received orders for projects on infrastructure & system design involving many large companies Creating the market for GX and making rules for private-public partnership Received orders for My Number-related projects Linking savings accounts for receiving public funds with "My number" Contributing to speedier processing of public fund payments
DX 2.0	Business model transformation	 Cross-industrial supply chain management optimization Optimizing supply and demand through forecasts from AI models that reflect sales characteristics Launched "Dokoka-ni-Byuun!" ("Whoosh to Somewhere") shared service with East Japan Railway (JR East) Operating a new business leveraging NRI's IP, helping to invigorate regional economies
DX 1.0	Process Transformation Infrastructure transformation	In addition to front-end projects in industrial IT, strong response also in expansion to core systems * Examples of projects in order receiving pipeline (expected orders) [Front-end DX projects] • Telecom Improving CX at call centers (cloud migration) • Retail Reconstructing e-commerce (cloud migration) [Core systems DX projects] • Logistics Overhauling accounting systems (cloud migration) • Advertising & services Overhauling accounting systems (cloud migration)

Back office operational efficiency (cloud migration)

Retail

Major initiatives going forward

Reference Materials

Segment Performance Results < Overseas >

Including Inter-segment revenue for each segment

					·
		1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Conquiting	Revenue	818	929	111	13.6%
Consulting	OP	(188)	(213)	(24)	12.8%
	ОМ	(23.1%)	(22.9%)	0.2P	
Financial IT Colutions	Revenue	2,673	3,233	560	21.0%
Financial IT Solutions	ОР	418	(44)	(462)	_
	ОМ	15.6%	(1.4%)	(17.0P)	
	Revenue	13,485	28,760	15,275	113.3%
Industrial IT Solutions	ОР	1,029	1,876	847	82.3%
	ОМ	7.6%	6.5%	(1.1P)	
IT Dietferme Comisses	Revenue	72	101	29	40.3%
IT Platform Services	ОР	(31)	(0)	30	(97.8%)
	ОМ	(43.5%)	(0.7%)	42.8P	
Total	Revenue	15,896	31,454	15,558	97.9%
(After adjustment deduction)	OP	1,229	1,620	391	31.9%
	ОМ	7.7%	5.2%	(2.6P)	

^{*} Revenue and operating profit for overseas subsidiaries in each segment are listed. These figures do not include global-related expenses borne by head office.

Order Volume < Total >

(IPV million)

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Consulting	12,371	15,173	2,801	22.6%
Financial IT Solutions	40,840	35,936	(4,903)	(12.0%)
Industrial IT Solutions	40,726	50,495	9,769	24.0%
IT Platform Services	8,763	11,563	2,799	32.0%
Total	102,701	113,168	10,466	10.2%

Order volume had previously included exchange rate impact arising due to order backlog at the start of the fiscal year, but we have switched to a method that does not include this impact starting in FY March 2023. Figures for FY March 2022 were also prepared using this method.

Order Volume < Total > (Domestic/Overseas)

Order volume domestically

(JPY million)

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Consulting	11,547	14,021	2,474	21.4%
Financial IT Solutions	34,228	34,426	198	0.6%
Industrial IT Solutions	30,859	28,776	(2,082)	(6.7%)
IT Platform Services	8,690	11,461	2,770	31.9%
Total	85,325	88,686	3,360	3.9%

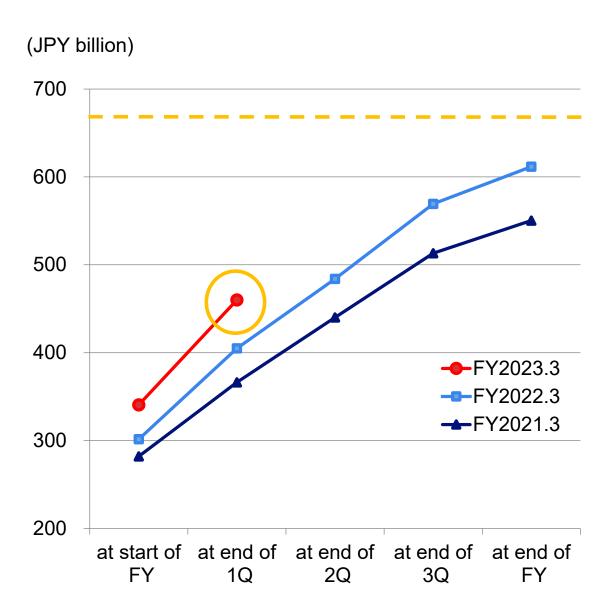
Order volume of overseas subsidiaries

	1Q FY Mar. 2022	1Q FY Mar. 2023	Diff.	YoY Change
Overseas subsidiaries	17,376	24,482	7,105	40.9%

Group companies which have the headquarter overseas are classified as overseas subsidiaries.

Order volume had previously included exchange rate impact arising due to order backlog at the start of the fiscal year, but we have switched to a method that does not include this impact starting in FY March 2023. Figures for FY March 2022 were also prepared using this method.

Revenue + Consolidated Order Backlog



	FY Mar.2022	FY Mar.2023	YoY Change
Revenue*1	611.6	670.0	+9.5%
Revenue*2+ Consolidated Order Backlog*3	404.9	460.0	+13.6%
Realization rate	66.2%	68.7%	+2.5P

- (*1) FY Mar. 2022: Result, FY Mar. 2023: Forecast
- (*2) The figure at the end of 1Q
- (*3) The figure at the end of 1Q



Forecasts for FY March 2023

There are no revisions to financial results forecasts.

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	611.6	670.0	58.3	9.5%
Operating Profit	106.2	115.0	8.7	8.3%
Operating Margin	17.4%	17.2%	(0.2P)	
Profit before tax	104.6	113.0	8.3	8.0%
Profit attributable to owners of parent	71.4	77.0	5.5	7.8%
Earnings Per Share	¥120.57	¥130.60	¥10.03	
Annual Dividends per share	¥40.0	¥44.0	¥4.0	
Second quarter	¥19.0	¥22.0	¥3.0	
Fiscal year end	¥21.0	¥22.0	¥1.0	
Dividend payout ratio	33.1%	33.8%	0.7P	

^{*} FY Mar. 2023 Forecast Rate: USD ¥115.01, AUD ¥83.43



Revenue Forecasts by Segment for FY March 2023

There are no revisions to financial results forecasts.

	FY Mar. 2022 (Results)	Share	FY Mar. 2023 (Forecasts)	Share	Diff.	YoY Change
Consulting	42.8	7.0%	45.0	6.7%	2.1	5.1%
Financial IT Solutions	303.6	49.6%	315.0	47.0%	11.3	3.7%
Securities	133.3	21.8%	138.0	20.6%	4.6	3.5%
Insurance	68.8	11.3%	71.0	10.6%	2.1	3.1%
Banking	47.0	7.7%	50.0	7.5%	2.9	6.2%
Other financial	54.3	8.9%	56.0	8.4%	1.6	3.0%
Industrial IT Solutions	222.5	36.4%	263.0	39.3%	40.4	18.2%
Distribution	68.2	11.2%	70.0	10.4%	1.7	2.5%
Manufacturing, service and other	154.3	25.2%	193.0	28.8%	38.6	25.1%
IT Platform Services	42.6	7.0%	47.0	7.0%	4.3	10.3%
Total	611.6	100.0%	670.0	100.0%	58.3	9.5%

FY March 2023 Financial Results Forecasts < 1H/2H >

There are no revisions to financial results forecasts.

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	291.9	320.0	28.0	9.6%
Operating Profit	53.9	55.0	1.0	2.0%
Operating Margin	18.5%	17.2%	(1.3P)	
Profit before income tax	53.5	54.0	0.4	0.9%
Profit attributable to owners of parent	36.5	37.0	0.4	1.3%

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Revenue	319.6	350.0	30.3	9.5%
Operating Profit	52.3	60.0	7.6	14.7%
Operating Margin	16.4%	17.1%	0.8P	
Profit before income tax	51.1	59.0	7.8	15.3%
Profit attributable to owners of parent	34.9	40.0	5.0	14.5%

Revenue Forecasts by Service for FY March 2023

There are no revisions to financial results forecasts.

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	125.4	135.0	9.5	7.6%
System Development & System Application Sales	196.0	224.0	27.9	14.3%
System Management & Operation Services	272.9	283.0	10.0	3.7%
Product Sales	17.2	28.0	10.7	62.1%
Total	611.6	670.0	58.3	9.5%

Revenue Forecasts by Segment for FY March 2023 < 1H/2H >

There are no revisions to financial results forecasts (JPY billion)

	FY Mar. 2022 1H (Results)	Share	FY Mar. 2023 1H (Forecasts)	Share	Diff.	YoY Change
Consulting	18.8	6.5%	20.0	6.3%	1.1	6.1%
Financial IT Solutions	145.8	50.0%	151.0	47.2%	5.1	3.5%
Securities	64.4	22.1%	67.0	20.9%	2.5	3.9%
Insurance	31.8	10.9%	33.0	10.3%	1.1	3.6%
Banking	22.9	7.9%	24.0	7.5%	1.0	4.5%
Other financial	26.5	9.1%	27.0	8.4%	0.4	1.7%
Industrial IT Solutions	107.6	36.9%	127.0	39.7%	19.3	18.0%
Distribution	33.3	11.4%	34.0	10.6%	0.6	1.9%
Manufacturing, service and other	74.2	25.4%	93.0	29.1%	18.7	25.3%
IT Platform Services	19.6	6.7%	22.0	6.9%	2.3	12.0%
Total	291.9	100.0%	320.0	100.0%	28.0	9.6%

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	FY Mar. 2022 2H (Results)	Share	FY Mar. 2023 2H (Forecasts)	Share	Diff.	YoY Change
Consulting	23.9	7.5%	25.0	7.1%	1.0	4.4%
Financial IT Solutions	157.7	49.4%	164.0	46.9%	6.2	3.9%
Securities	68.8	21.5%	71.0	20.3%	2.1	3.1%
Insurance	37.0	11.6%	38.0	10.9%	0.9	2.6%
Banking	24.1	7.5%	26.0	7.4%	1.8	7.8%
Other financial	27.7	8.7%	29.0	8.3%	1.2	4.3%
Industrial IT Solutions	114.9	36.0%	136.0	38.9%	21.0	18.3%
Distribution	34.8	10.9%	36.0	10.3%	1.1	3.2%
Manufacturing, service and otl	her 80.0	25.1%	100.0	28.6%	19.9	24.9%
IT Platform Services	22.9	7.2%	25.0	7.1%	2.0	8.9%
Total	319.6	100.0%	350.0	100.0%	30.3	9.5%

Revenue Forecasts by Service for FY March 2023 < 1H/2H >

There are no revisions to financial results forecasts.

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	54.6	61.0	6.3	11.6%
System Development & System Application Sales	95.3	107.0	11.6	12.2%
System Management & Operation Services	134.5	138.0	3.4	2.6%
Product Sales	7.4	14.0	6.5	87.5%
Total	291.9	320.0	28.0	9.6%

				(Of I Dillion)
	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Consulting Services	70.8	74.0	3.1	4.5%
System Development & System Application Sales	100.6	117.0	16.3	16.2%
System Management & Operation Services	138.3	145.0	6.6	4.8%
Product Sales	9.8	14.0	4.1	42.8%
Total	319.6	350.0	30.3	9.5%

Capital Investment, R&D and Depreciation Forecasts for FY March 2023

There are no revisions to financial results forecasts.

Capital Expenditure, R&D

(JPY billion)

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Capital Expenditure	46.9	50.0	3.0	6.4%
Tangible	10.9	15.0	4.0	36.5%
Intangible	35.9	35.0	(0.9)	(2.8%)
R&D Expenses	4.9	5.0	0.0	0.1%

Depreciation and Amortization

	FY Mar. 2022 (Results)	FY Mar. 2023 (Forecasts)	Diff.	YoY Change
Total	41.9	46.0	4.0	9.7%

Forecasts for FY March 2023 < Consolidated Earnings Model >

- FY March 2023 Consolidated Earnings Model
 - Revenue of JPY670 billion and Operating profit of JPY115 billion

FY N	FY Mar. 2021	FY Mar. 2021 FY Mar. 2022	FY Mar. 2023	YoY	
	(Results)	(Results)	(Forecasts)*	Diff.	Change
Revenue	550.3	611.6	670.0	58.3	9.5%
Cost of Sales	364.5	395.5	432.0	36.4	9.2%
Personnel	116.9	134.9	160.0	25.0	18.6%
Subcontracting Costs	171.5	194.7	200.0	5.2	2.7%
Depreciation	32.6	33.3	37.0	3.6	11.0%
Gross Profit	185.7	216.0	238.0	21.9	10.1%
Gross Profit Margin	33.8%	35.3%	35.5%	0.2P	
SG&A	98.3	113.5	125.0	11.4	10.1%
Operating Profit	80.7	106.2	115.0	8.7	8.3%
Operating Margin	14.7%	17.4%	17.2%	(0.2P)	

^{*} Figures are consolidated estimates for preparing this earnings model.

DX-Related Revenue

Main DX-related business in 1Q FY March 2023

- DX Consulting
- Cloud migration of legacy systems
- Digital workplace business, Information security business
- Business expansion in Australia (managed services etc.)

DX-related index

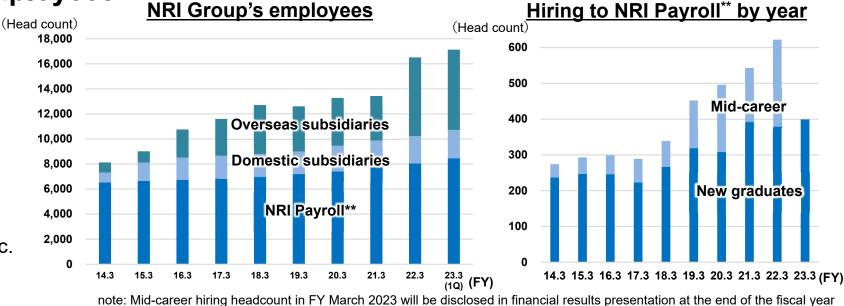
	1Q FY Mar. 2023	YoY Change
DX-related revenue	106.2 billion yen	16.8%
Ratio of DX-related revenue	63%	(0P)

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

NRI Group's employees

Personnel: 17,131°

- Management Consultants
- Systems Consultants
- Application Engineers
- Technical Engineers, etc.



Subcontractors

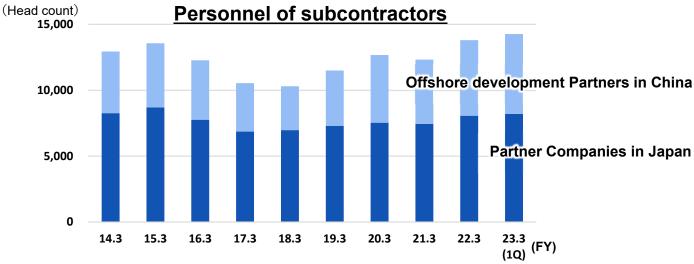
 Offshore development Partners in China

20 partners in 20 regions

Personnel: Approx. 6,000

Partner Companies in Japan

Personnel: Approx. 8,000



*1 As of end-Jun. 2022

^{**} Includes group company employees hired by the main body of NRI

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.

Figures given in the reference data related to the financial results forecasts are figures which are only intended to convey the Company's current circumstances and outlook. The Company does not undertake to revise the forecasts to reflect new information or circumstances.

