

# Financial Results Presentation

Financial Results for the year ended 31st March, 2024  
and Financial Results Forecasts for the year ending 31st March, 2025

Nomura Research Institute, Ltd.

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President & CEO

April 25, 2024



# Key Points

## FY March 2024 Results

- Off to a great start in the first fiscal year of Medium-Term Plan 2025 with higher revenue and profits from domestic business growth
  - Domestically, contributions came from finance business platform (BPF) implementations and large DX projects for industrial clients
  - Overseas, revenues and profits declined due to slumping demand, and we also made structural reforms

## FY March 2025 Forecasts

- Planning for revenue and profit growth domestically and overseas
  - Domestically, there is ongoing demand for legacy system overhauls and core systems modernizations
  - Overseas, profitability has been improving after bottoming out in the second half last fiscal year, and recovery in demand is forecasted for second half this fiscal year

## Shareholder Return

- Dividend forecast is 58 yen for the year (FY March 2025), a year-on-year increase of 5 yen
- Planning a 30 billion yen treasury stock acquisition

1

**Financial Results for FY March 2024**

2

**Financial Results Forecasts for FY March 2025**

3

**Key Measures for Achieving V2030**

4

**Capital Policy**

5

**Reference Materials**

# Financial Results for FY March 2024

## Highlights of Consolidated Financial Results YoY comparison

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Revenue	692,165	736,556	44,390	6.4%
Operating Profit	111,832	120,411	8,578	7.7%
Operating Margin	16.2%	16.3%	0.2P	
EBITDA Margin	22.5%	23.0%	0.5P	
Profit before tax	108,499	117,224	8,725	8.0%
Profit attributable to owners of parent	76,307	79,643	3,336	4.4%
Earnings Per Share	¥128.92	¥136.90	7.99	
Annual Dividends per share	¥45.00	¥53.00	¥8.00	
Dividend payout ratio	34.9%	38.8%	3.8P	
ROE	20.7%	19.9%	(0.8P)	

# Financial Results for FY March 2024

## Comparison to Forecasts

(JPY billion)

	FY Mar. 2023	FY Mar. 2024		
	Results	Forecasts*	Results	Diff.
Revenue	<b>692.1</b>	<b>735.0</b>	<b>736.5</b>	<b>1.5</b>
Operating Profit	<b>111.8</b>	<b>120.0</b>	<b>120.4</b>	<b>0.4</b>
Operating Margin	<b>16.2%</b>	<b>16.3%</b>	<b>16.3%</b>	<b>0.0P</b>
Profit before tax	<b>108.4</b>	<b>118.0</b>	<b>117.2</b>	<b>(0.7)</b>
Profit attributable to owners of parent	<b>76.3</b>	<b>82.0</b>	<b>79.6</b>	<b>(2.3)</b>

\* Forecasts on FY Mar. 2024 were published on 31 Jan. 2024.

## Financial Results for FY March 2024

# External revenue by segment < Total >

(JPY million)

	FY Mar. 2023	Share	FY Mar. 2024	Share	Diff.	YoY Change
Consulting	46,100	6.7%	51,959	7.1%	5,858	12.7%
Financial IT Solutions	328,576	47.5%	349,872	47.5%	21,295	6.5%
Securities	141,541	20.4%	143,707	19.5%	2,165	1.5%
Insurance	77,039	11.1%	79,527	10.8%	2,487	3.2%
Banking	55,069	8.0%	67,726	9.2%	12,657	23.0%
Other financial	54,926	7.9%	58,910	8.0%	3,984	7.3%
Industrial IT Solutions	266,723	38.5%	275,923	37.5%	9,200	3.4%
Distribution	70,628	10.2%	71,528	9.7%	900	1.3%
Manufacturing, service and other	196,095	28.3%	204,395	27.8%	8,300	4.2%
IT Platform Services	48,153	7.0%	55,628	7.6%	7,475	15.5%
Other	2,612	0.4%	3,172	0.4%	560	21.4%
<b>Total</b>	<b>692,165</b>	<b>100.0%</b>	<b>736,556</b>	<b>100.0%</b>	<b>44,390</b>	<b>6.4%</b>

# Financial Results for FY March 2024

## External revenue by segment < Total > (supplementary information)

### ■ Revenue by main client

(JPY million)

	FY Mar. 2023	Share*	FY Mar. 2024	Share*	Diff.	YoY Change
Nomura Holdings	72,921	10.5%	69,929	9.5%	(2,991)	(4.1%)

### ■ Overseas Revenue

(JPY million)

	FY Mar. 2023	Share*	FY Mar. 2024	Share*	Diff.	YoY Change
Overseas Revenue	123,207	17.8%	117,574	16.0%	(5,632)	(4.6%)
North America**	38,436	5.6%	34,540	4.7%	(3,896)	(10.1%)
Oceania**	75,314	10.9%	72,593	9.9%	(2,720)	(3.6%)
Asia, other**	9,456	1.4%	10,440	1.4%	984	10.4%

Average Rate : USD  
AUD

¥135.51  
¥92.66

¥144.59  
¥95.06

\* Percentage of (total) external sales

\*\* The subsidiary head office location method. Those which could be grouped into countries or regions have been listed as reference values.

# Financial Results for FY March 2024

## Segment Performance Results < Total >

■ Including Inter-segment revenue for each segment (Excluding total)

(JPY million)

		FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting	Revenue	47,821	53,690	5,869	12.3%
	OP	12,329	13,929	1,599	13.0%
	OM	25.8%	25.9%	0.2P	
Financial IT Solutions	Revenue	334,141	355,206	21,064	6.3%
	OP	49,710	54,651	4,941	9.9%
	OM	14.9%	15.4%	0.5P	
Industrial IT Solutions	Revenue	275,533	282,062	6,529	2.4%
	OP	24,393	23,405	(987)	(4.0%)
	OM	8.9%	8.3%	(0.6P)	
IT Platform Services	Revenue	167,518	185,549	18,031	10.8%
	OP	23,046	28,167	5,121	22.2%
	OM	13.8%	15.2%	1.4P	
Total (After adjustment deduction)	Revenue	692,165	736,556	44,390	6.4%
	OP	111,832	120,411	8,578	7.7%
	OM	16.2%	16.3%	0.2P	



# Reference Materials Financial Results for FY March 2024

## Segment Performance Results < Japan >

■ Including Inter-segment revenue for each segment (Excluding total)

(JPY million)

		FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting	Revenue	42,134	47,052	4,918	11.7%
	OP	12,164	13,777	1,613	13.3%
	OM	28.9%	29.3%	0.4P	
Financial IT Solutions	Revenue	321,824	342,151	20,327	6.3%
	OP	49,564	52,853	3,289	6.6%
	OM	15.4%	15.4%	0.0P	
Industrial IT Solutions	Revenue	164,839	178,273	13,434	8.1%
	OP	21,536	24,576	3,039	14.1%
	OM	13.1%	13.8%	0.7P	
IT Platform Services	Revenue	166,927	184,919	17,991	10.8%
	OP	22,906	28,045	5,139	22.4%
	OM	13.7%	15.2%	1.4P	
Total (After adjustment deduction)	Revenue	568,958	618,981	50,023	8.8%
	OP	108,536	119,524	10,988	10.1%
	OM	19.1%	19.3%	0.2P	

# Reference Materials Financial Results for FY March 2024

## Segment Performance Results < Overseas >

■ Including Inter-segment revenue for each segment (Excluding total)

(JPY million)

		FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting	Revenue	5,687	6,638	951	16.7%
	OP	165	151	(13)	(8.4%)
	OM	2.9%	2.3%	(0.6P)	
Financial IT Solutions	Revenue	12,317	13,055	737	6.0%
	OP	145	1,797	1,651	—
	OM	1.2%	13.8%	12.6P	
Industrial IT Solutions	Revenue	110,694	103,789	(6,904)	(6.2%)
	OP	2,856	(1,170)	(4,027)	—
	OM	2.6%	(1.1%)	(3.7P)	
IT Platform Services	Revenue	590	630	39	6.7%
	OP	140	122	(17)	(12.8%)
	OM	23.7%	19.4%	(4.3P)	
Total (After adjustment deduction)	Revenue	123,207	117,574	(5,632)	(4.6%)
	OP	3,295	886	(2,409)	(73.1%)
	OM	2.7%	0.8%	(1.9P)	

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

These materials were prepared for the sole purpose of providing information to use as reference in making investment decisions, and are not intended as a solicitation for investment.

# Current Situation in North America and Australia

- Generally progressing as we anticipated in Q3.  
Delayed recovery of appetite for investment is a potential concern

### North America (Core BTS)

- The trend toward restraint in IT investment is ongoing, we anticipate a recovery in demand in the second half this fiscal year at the earliest
- Profitability is improving due to labor optimization and stronger collaboration within the group
- Implementing business strengthening measures such as vendor alliances and bolstering the sales organization

### Australia

- The recovery trend is ongoing, but we anticipate full-fledged recovery in IT investment in the second half this fiscal year at the earliest
- Bolstering development of high added value services including AI & data analysis and cross-selling both inside & outside Australia
- Also considering further efficiency gains such as business structure reforms and integrating corporate functions and offices

# Financial Results for FY March 2024

## Analysis of increase and decrease factors

- Main factors for increases and decreases in external sales and operating profit by segment are as follows.

(Key) (+) Increase factors, (–) Decrease factors

Segment		External revenue	Operating profit
Consulting		(+) Domestic consulting projects	(+) Higher profits due to increased revenue effects
Financial IT Solutions	Securities		(+) Higher profits due to increased revenue effects (+) Contribution from operating fees for shared online services (+) Gain on sale of an overseas subsidiary
	Insurance		
	Banking	(+) NRI BaaS/CORE implementation projects	
	Other financial	(+) Systems development for card companies	
Industrial IT Solutions	Distribution		(+) Higher profits due to increased revenue effects in Japan (–) Decline in profit due to lower revenue overseas (–) One-time expenses recorded from M&A conducted in years past (approx. ¥1 billion) (–) Expenses recorded for structural reforms in overseas business
	Manufacturing & service and other	(+) Systems development for telecom, global manufacturing and advertising (–) Overseas business	
IT Platform Services		(+) Information security business (+) Cloud business	(+) Higher profits due to increased revenue effects

# Financial Results for FY March 2024

## Consolidated P/L Highlight < Total >

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Revenue	692,165	736,556	44,390	6.4%
Cost of Sales	452,336	475,549	23,212	5.1%
Subcontracting Costs	214,166	221,900	7,734	3.6%
Gross Profit	239,829	261,006	21,177	8.8%
Gross Profit Margin	34.6%	35.4%	0.8P	
SG&A	131,580	142,353	10,773	8.2%
Other Income & Other Expenses, etc.	3,583	1,757	(1,825)	(50.9%)
Operating Profit	111,832	120,411	8,578	7.7%
Operating Margin	16.2%	16.3%	0.2P	

## Financial Results for FY March 2024

### Consolidated P/L Highlight < Total > (continued)

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Operating Profit	111,832	120,411	8,578	7.7%
Finance Income & Finance Costs	(3,333)	(3,186)	146	—
Profit before tax	108,499	117,224	8,725	8.0%
Income tax expenses	32,002	37,062	5,059	15.8%
Profit attributable to owners of parent	76,307	79,643	3,336	4.4%

1

Financial Results for FY March 2024

2

Financial Results Forecasts for FY March 2025

3

Key Measures for Achieving V2030

4

Capital Policy

5

Reference Materials

# Financial Results Forecasts for FY March 2025

## Order Backlog by Segment (Outstanding)

	At end of Mar. 2023	At end of Mar. 2024	Diff.	YoY Change
Consulting	11,929	11,457	(471)	(4.0%)
Financial IT Solutions	212,716	229,988	17,272	8.1%
Industrial IT Solutions	129,985	128,275	(1,709)	(1.3%)
IT Platform Services	20,688	26,427	5,739	27.7%
Other	796	995	198	24.9%
<b>Total</b>	<b>376,116</b>	<b>397,145</b>	<b>21,028</b>	<b>5.6%</b>
<b>Order backlog in the next FY</b>	<b>366,056</b>	<b>383,924</b>	<b>17,868</b>	<b>4.9%</b>

(JPY million)

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.



# Financial Results Forecasts for FY March 2025

## Order Backlog by Segment (Japan/Overseas)

### ■ Order backlog of Japan

(JPY million)

	At end of Mar. 2023	At end of Mar. 2024	Diff.	YoY Change
Consulting	10,868	10,200	(668)	(6.2%)
Financial IT Solutions	207,484	224,215	16,731	8.1%
Industrial IT Solutions	81,318	87,979	6,661	8.2%
IT Platform Services	20,688	26,427	5,739	27.7%
Other	796	995	198	24.9%
<b>Total</b>	<b>321,156</b>	<b>349,818</b>	<b>28,661</b>	<b>8.9%</b>

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.

### ■ Order backlog of overseas subsidiaries

(JPY million)

	At end of Mar. 2023	At end of Mar. 2024	Diff.	YoY Change
Overseas subsidiaries*	54,959	47,326	(7,632)	(13.9%)

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

# Financial Results Forecasts for FY March 2025

## Forecasts for FY March 2025

(JPY billion)

	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	Diff.	YoY Change
Revenue	736.5	780.0	43.4	5.9%
Operating Profit	120.4	132.0	11.5	9.6%
Operating Margin	16.3%	16.9%	0.6P	
Profit before tax	117.2	129.0	11.7	10.0%
Profit attributable to owners of parent	79.6	88.0	8.3	10.5%
Earnings Per Share	¥136.90	¥152.71	¥15.80	11.5%
Annual Dividends per share	¥53.00	¥58.00	¥5.00	
Second quarter	¥24.00	¥29.00	¥5.00	
Fiscal year end	¥29.00	¥29.00	¥0.00	
Dividend payout ratio	38.8%	38.2%	(0.5P)	

Note : FY Mar.2025 Forecast Rate: USD ¥141.83, AUD ¥96.90

# Financial Results Forecasts for FY March 2025

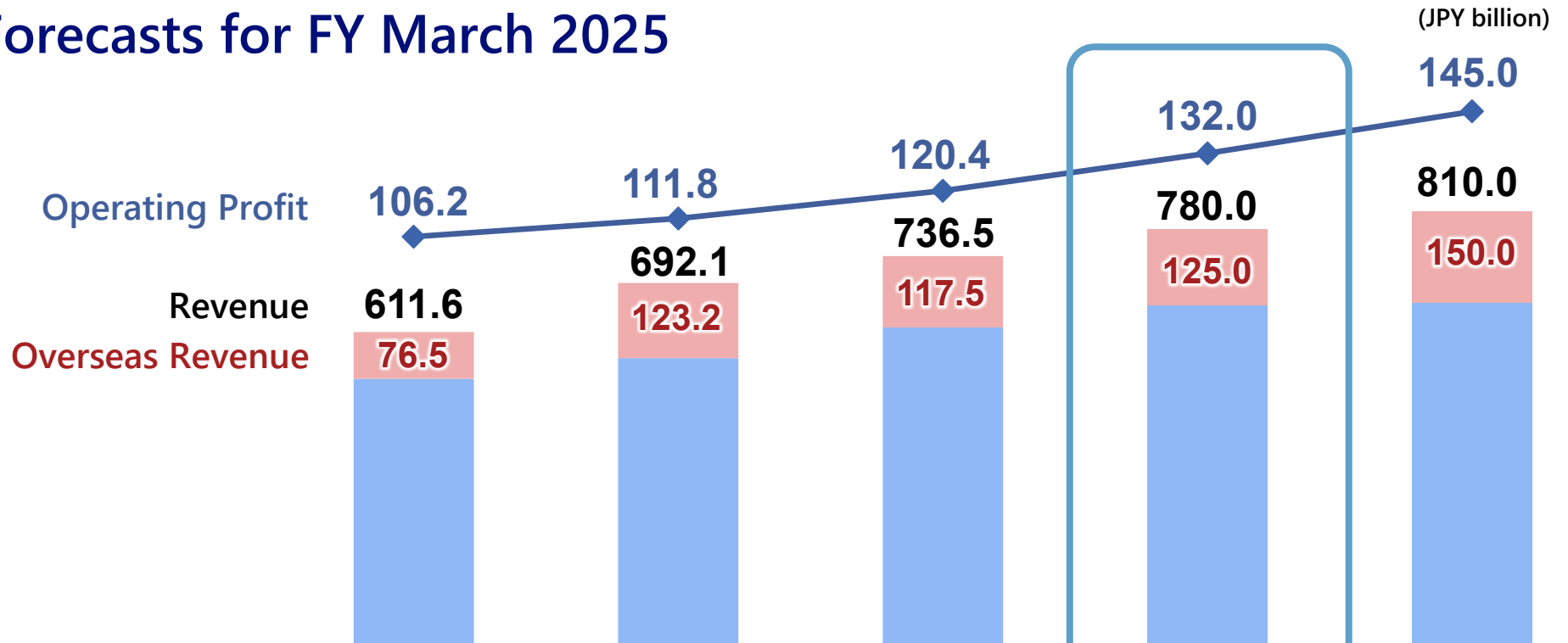
## Revenue Forecasts by Segment for FY March 2025

(JPY billion)

	FY Mar. 2024 (Results)	Share	FY Mar. 2025 (Forecasts)	Share	Diff.	YoY Change
Consulting	51.9	7.1%	61.0	7.8%	9.0	17.4%
Financial IT Solutions	349.8	47.5%	360.0	46.2%	10.1	2.9%
Securities	143.7	19.5%	147.0	18.8%	3.2	2.3%
Insurance	79.5	10.8%	83.0	10.6%	3.4	4.4%
Banking	67.7	9.2%	69.0	8.8%	1.2	1.9%
Other financial	58.9	8.0%	61.0	7.8%	2.0	3.5%
Industrial IT Solutions	275.9	37.5%	296.0	37.9%	20.0	7.3%
Distribution	71.5	9.7%	76.0	9.7%	4.4	6.3%
Manufacturing, service and other	204.3	27.8%	220.0	28.2%	15.6	7.6%
IT Platform Services	55.6	7.6%	59.0	7.6%	3.3	6.1%
Other	3.1	0.4%	4.0	0.5%	0.8	26.1%
<b>Total</b>	<b>736.5</b>	<b>100.0%</b>	<b>780.0</b>	<b>100.0%</b>	<b>43.4</b>	<b>5.9%</b>

# Financial Results Forecasts for FY March 2025

## Forecasts for FY March 2025



	2022年3月期 (Results)	FY Mar. 2023 (Results)	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	FY Mar. 2026 (Plan)
Revenue	611.6	692.1	736.5	780.0	810.0
Operating Profit	106.2	111.8	120.4	132.0	145.0
Operating Margin	17.4%	16.2%	16.3%	16.9%	17.9%
Overseas Revenue	76.5	123.2	117.5	125.0*	150.0

\* FY Mar.2025 Forecast Rate: USD ¥141.83, AUD ¥96.90

1

Financial Results for FY March 2024

2

Financial Results Forecasts for FY March 2025

3

Key Measures for Achieving V2030

4

Capital Policy

5

Reference Materials

## Domestic Solutions Market Expected to Keep Growing

- Domestically, business in FY2023 generally progressed as anticipated in Medium-Term Plan 2025
- Drivers of the domestic solutions market include efforts to tackle social issues and AI utilization, in addition to existing topics such as cloud migrations and supporting clients' DX
  - ✓ Demand for cloud migrations of large-scale systems and modernizations of core systems
  - ✓ Companies whose existing businesses have matured exploring new growth strategies. Rising demand for support from the IT industry
  - ✓ AI utilization reaches practical application, AI going into use in all areas



### Utilize NRI's strengths to accelerate Medium-Term Plan 2025 growth strategies and make V2030 a certainty

- Focus on acquiring new large clients, aim to double size particularly in industrial (domestic) within the duration of V2030
- Use generative AI to grow client value and achieve improved profitability through production innovation

# Key Measures for Achieving V2030

## Accelerate Business Growth through Client Co-Creation & AI Usage

### Key Measure (1):

### Client Co-Creation

- Acquire new large clients through “**Client Co-Creation**” leveraging the NRI Group’s strengths
  - Bolster our abilities to make proposals to clients’ senior management and approach clients’ business transformation topics
  - Work alongside clients seamlessly from business model development to IT implementation through diverse approaches including joint commercialization with clients
  - Plan solutions to work together with leader companies, related companies and industry groups, and government agencies to address common topics among companies such as social issues => “co-create an ideal society”

### Key Measure (2):

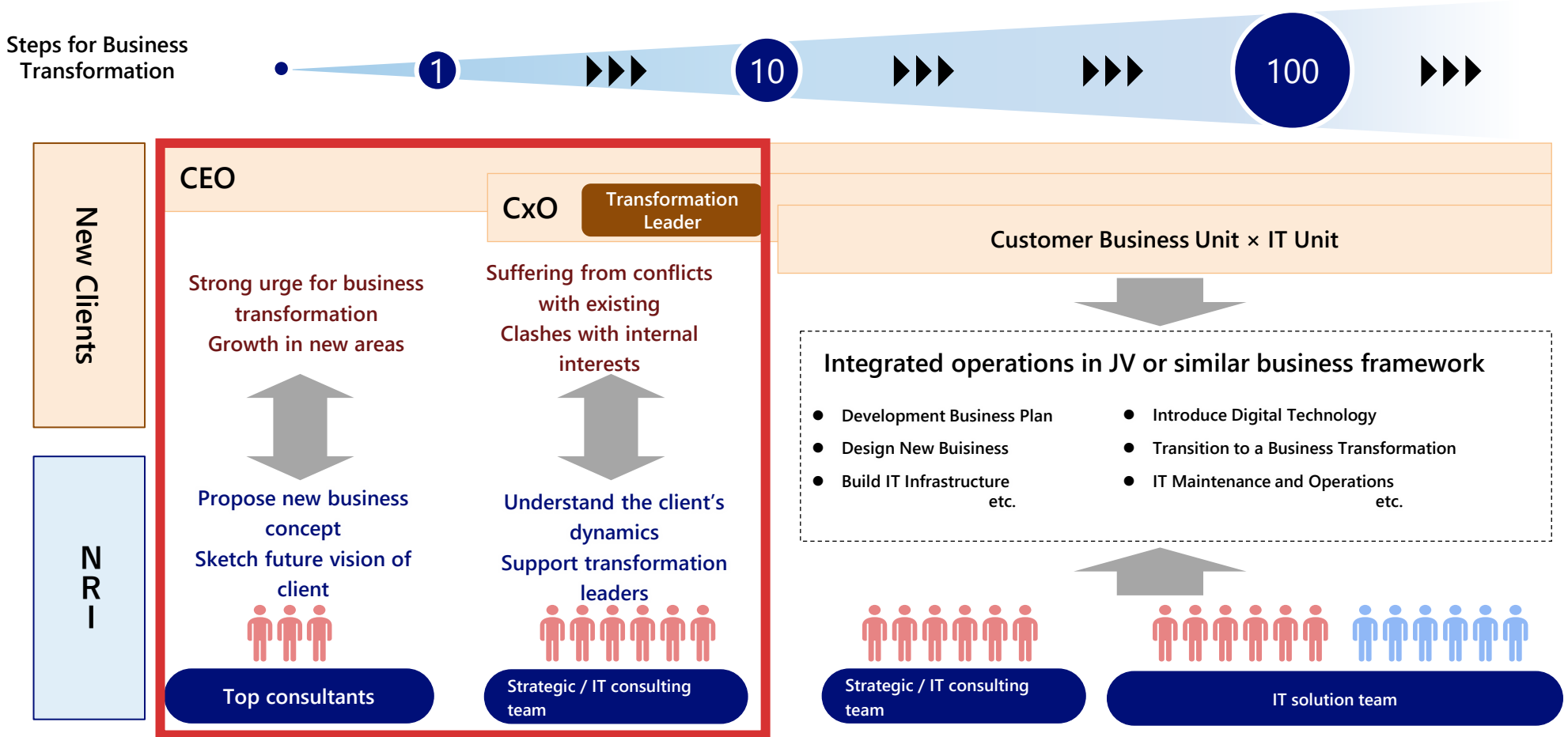
### AI Usage

- With AI as a new growth driver, focus on both **top-line growth** and **more efficient system development leveraging AI**
  - For clients, transition from simply using AI to core systems rebuilds that maximize the effects of AI
  - Utilize AI in business platforms (BPFs) to increase the added value of services
  - Internally deploy test support and program generation that leverage AI (applied individually)  
Build a system development AI platform for large-scale BPFs (applied overall)

# Key Measures for Achieving V2030

## Measure (1): Client Co-Creation

- Fully leverage the business insight of NRI consulting to give tangible form to needs of clients' senior management in the form of business models
- Ultimately **acquire new large clients** with the approach of creating business models together with clients

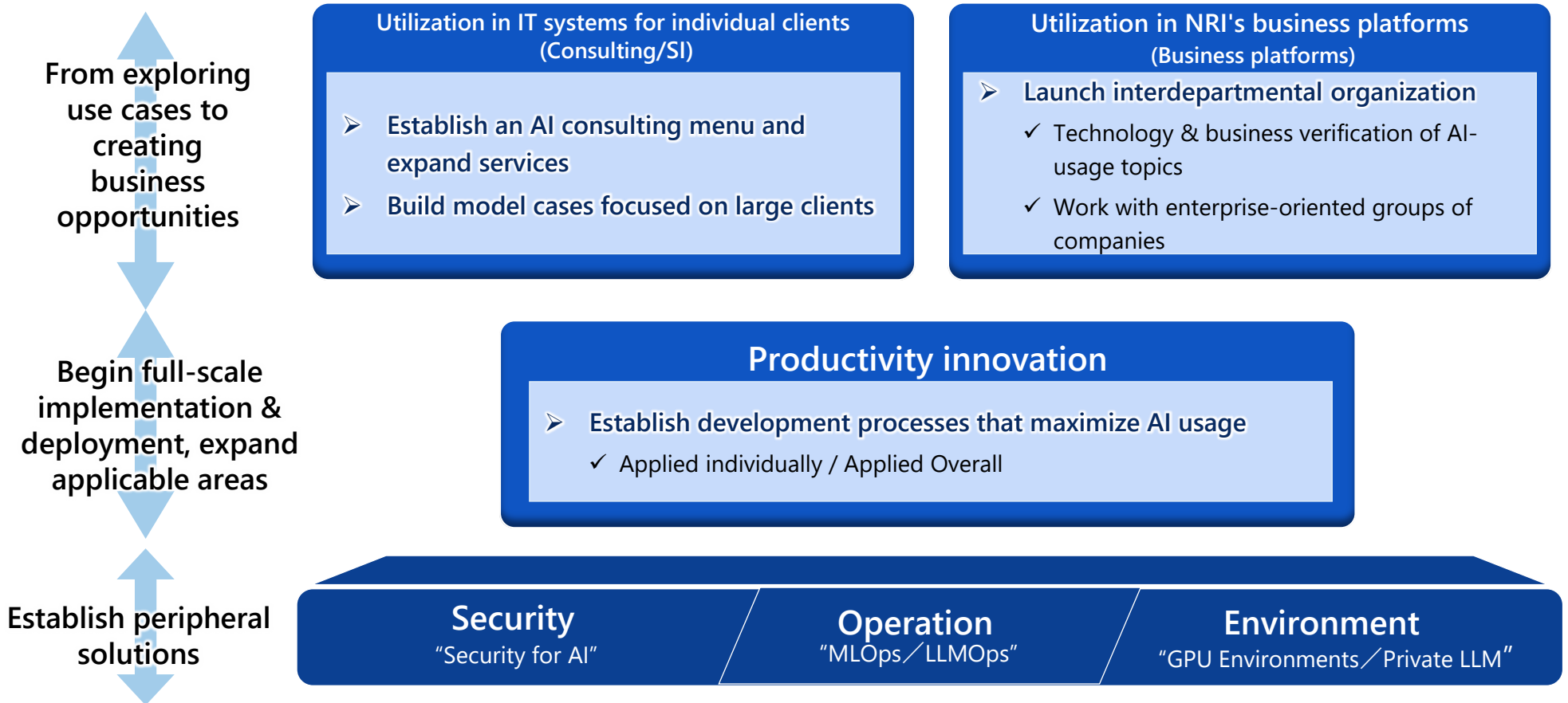




# Key Measures for Achieving V2030

## Measure (2): AI Usage

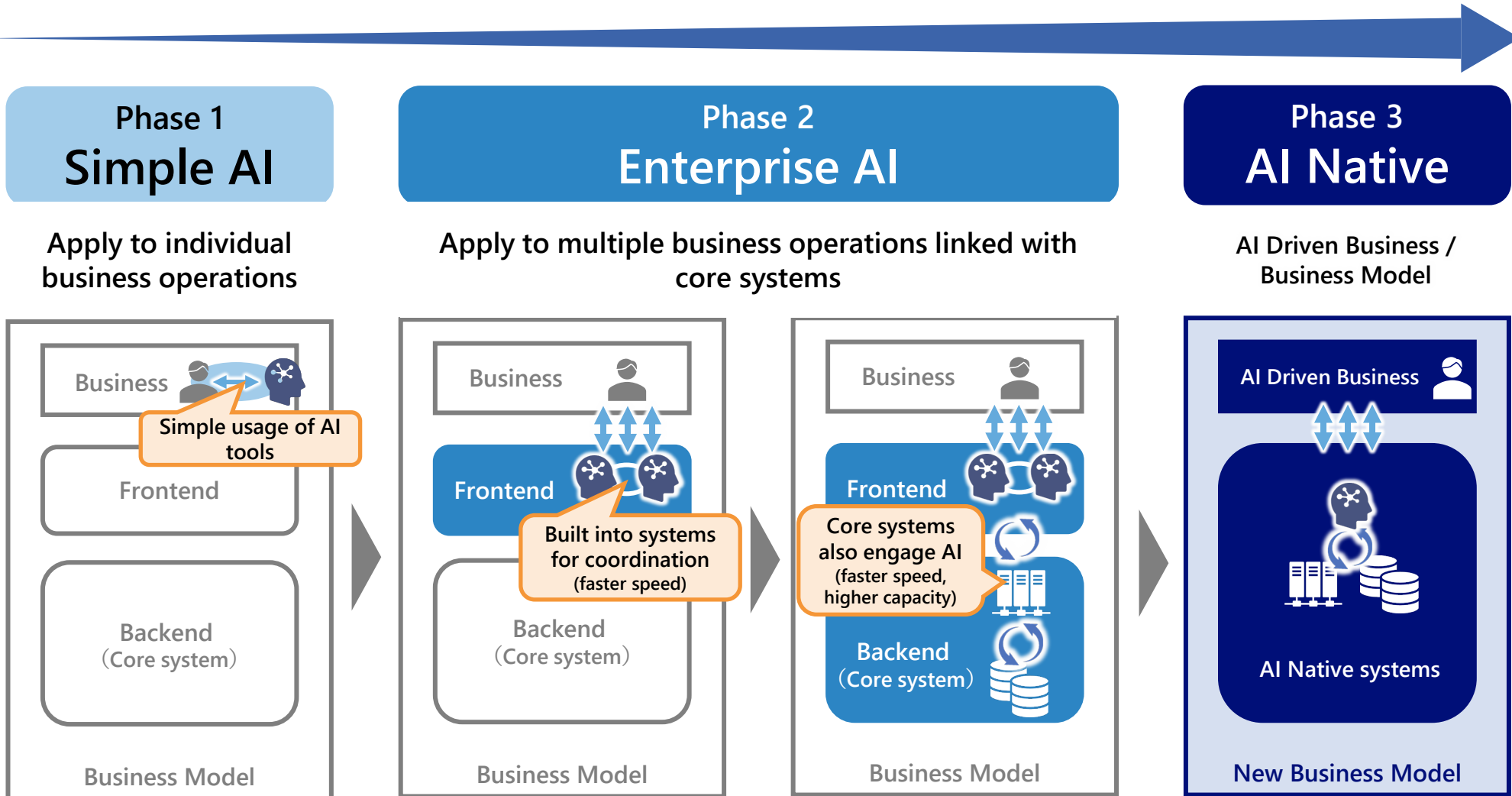
- Evolve and commercially apply generative AI. Make AI a growth engine for the NRI Group
- Planning **10 billion yen in investments and R&D** in FY2024 for AI-related services development, production innovation, advanced technological research, etc.



# Key Measures for Achieving V2030

## Measure (2): AI Usage (Business for Individual Companies)

- Generative AI evolves while its applicable scope expands to business operations and systems



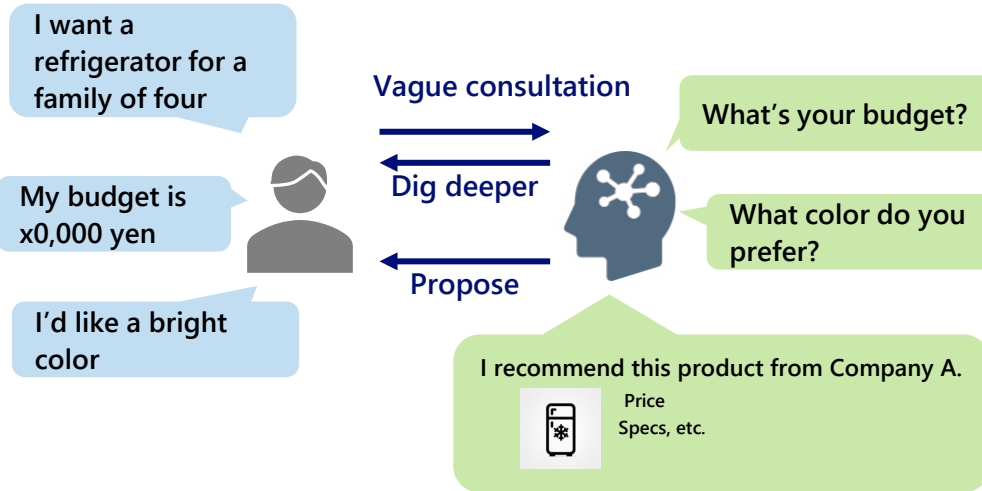
# Key Measures for Achieving V2030

## Measure (2): AI Usage (Business for Individual Companies)

- Work on usage verifications in enterprise AI with sights set on expanding applicability of generative AI to business operations and systems

### Concierge AI

Handles vague consultations like seasoned dealer staff would by digging deeper into clients' needs through conversation and proposing the right products

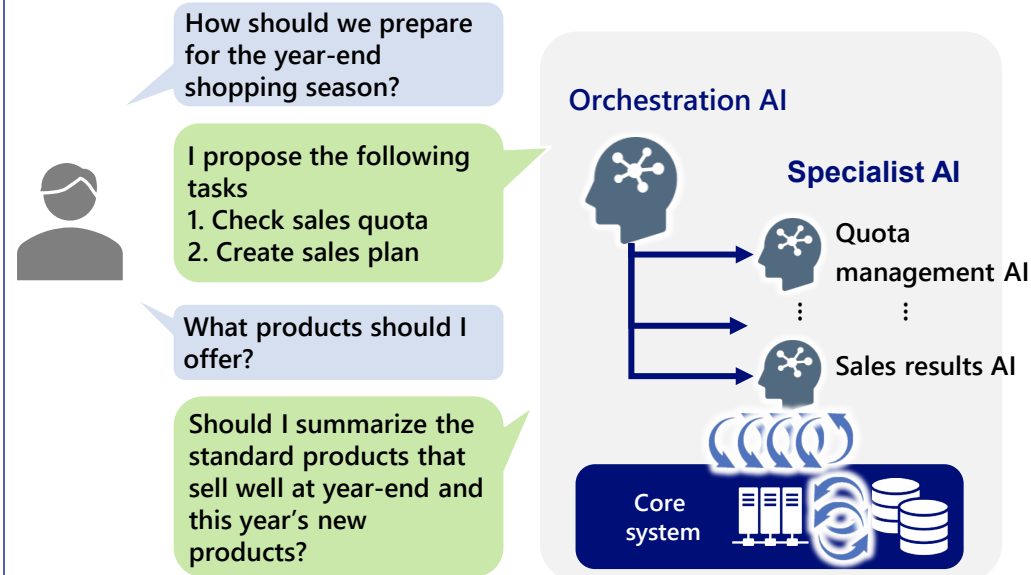


#### Future outlook

- Studying potential linkage with core systems to achieve more sophisticated proposal functions based on personal preferences, inventory, and other multifaceted information

### Assistant AI

Performing integrated in-store operations involving various staff members while store staff talks with AI



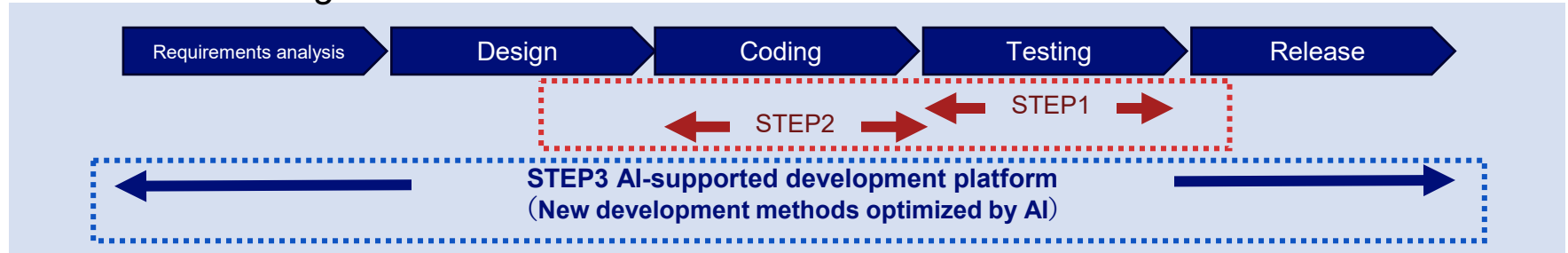
#### Future outlook

- Verifications seeking higher precision & ability to handle more diverse business operations will continue
- Also consider bolstering the functions of core systems and implementations on the security & operations sides with sights set on practical usage in business operations

# Key Measures for Achieving V2030

## Measure (2): AI Usage - Production Innovation Efforts

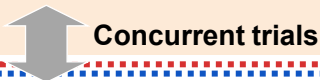
- Also make steady efforts on production innovation. **Begin studying new development methods** that leverage AI



【 Individual 】

### Traditional system development

- ✓ Apply specific AI tools in specific processes of conventional systems development methods
- ✓ While there are immediate effects, those effects are currently limited



### STEP1 : Testing support with AI

**Trials in actual projects  
Up to 85%\*  
productivity improvement**

\* Measure in testing processes of some specific projects

**Planned for use in  
approx. 40 projects**

### STEP2 : Program generation by AI

**Verify actual projects in models  
Up to 40%\*  
productivity improvement**

\* Estimate in coding processes of some specific projects

**Planned for use in  
approx. 5 projects**

【 Overall 】

### New development methods optimized by AI

- ✓ Development methods with revised and optimized processes and design information to maximize the effect of AI usage
- ✓ Effects are major, but long-term R&D is needed

### Step 3: AI-supported development platform (tentative)

**Conduct R&D on development methods that show promise for major effects through new development methods optimized by AI**

**Conduct trials in system development for our own business**

1

Financial Results for FY March 2024

2

Financial Results Forecasts for FY March 2025

3

Key Measures for Achieving V2030

4

Capital Policy

5

Reference Materials

## Capital Policy

# Acquisition of Treasury Stock

- Implemented to increase capital efficiency and as part of a nimble equity policy that addresses changes in the business environment

### < Outline of acquisition >

<b>Total number of shares to be acquired</b>	Up to 10,000,000 shares * Percentage of total number of issued shares (excluding treasury stock) : 1.72%
<b>Total acquisition price for shares</b>	Up to ¥30.0 billion
<b>Acquisition period</b>	May 15, 2024 to October 25, 2024
<b>Acquisition method</b>	Market purchase based on discretionary trading pertaining to acquisition of treasury stock

1

Financial Results for FY March 2024

2

Financial Results Forecasts for FY March 2025

3

Key Measures for Achieving V2030

4



















Capital Policy

5

Reference Materials

## Reference Materials

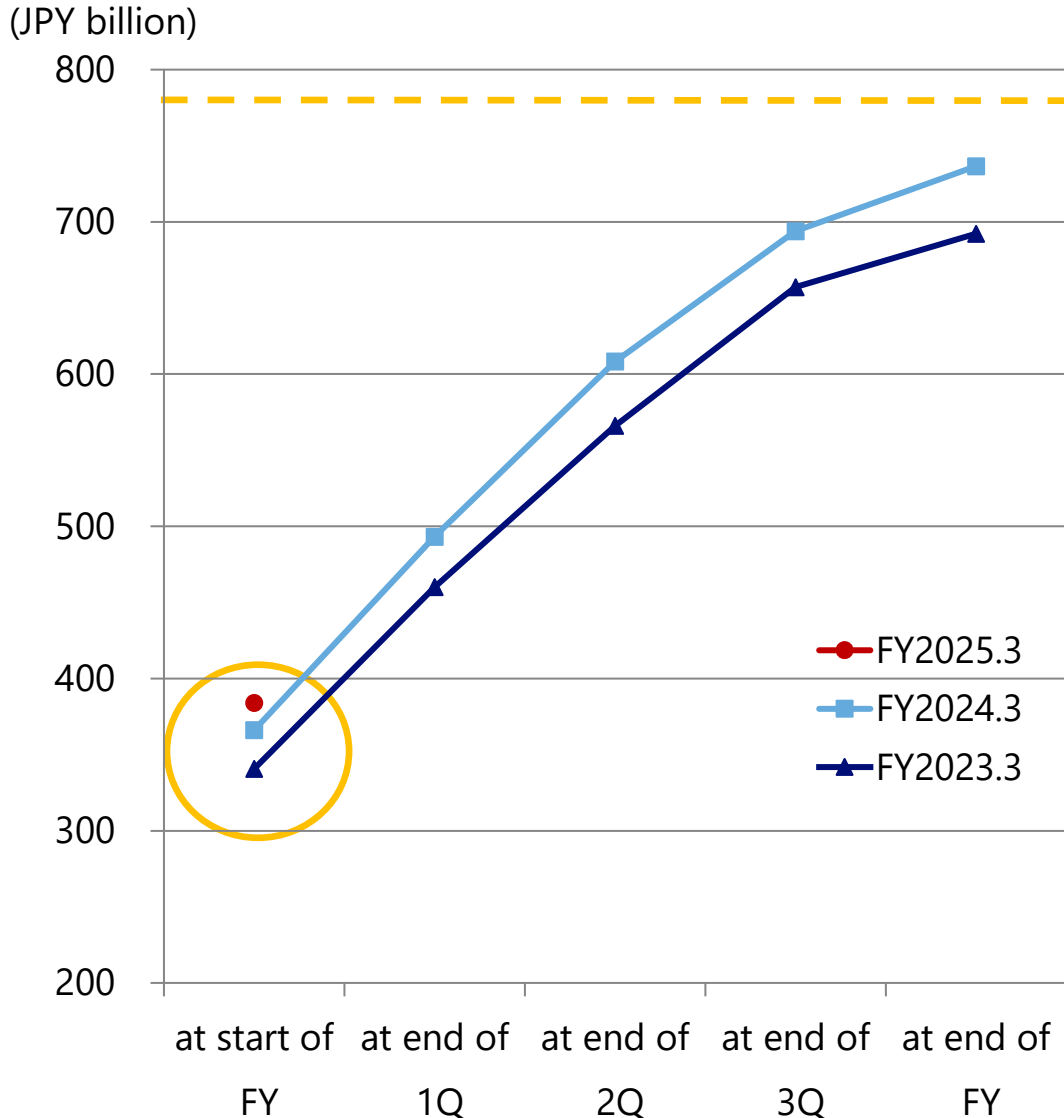
# Materiality Indicators and Status of Initiatives

Materiality		Indicators and Status of Initiatives	
Value Creation	Co-create a thriving future society 	NRI's Proposal "Annual income Barrier" gets into full force with government policies. <b>Social DX expands to municipalities and education sector.</b> KPI) DX2.0/3.0 to realize industry and social transformation Total investment 15.1 billion yen	
	Co-create an optimal society 	Complete <b>the new NISA</b> , contributing to "shifting from savings to investment" and an "asset management nation" KPI) Business platform sales that contribute to an optimal society 137.4 billion yen	
	Co-create a safe and secure society 	Established AML Center with 3 banks to <b>prevent money laundering</b> ; launched secure services for AI and economic security KPI) Sales of safety and security-related products that support a strong and flexible society 185.5 billion yen	
		KPI) Value co-creation empathy (domestic group) 67%	
Value Creation Capital	Advance human capital 	Action plans for "Job Satisfaction Co-Creation" were formulated at each headquarters, and <b>MVV dialogues</b> progressed at each organization. KPI) Employee engagement score (NRI registry) 71, Percentage of opportunities to female employees (NRI non-consolidated) 15%	
	Accumulate intellectual capital 	Increased communication related to <b>generative AI</b> (e.g. Dream up the Future Forum, etc.). Progress in production innovation initiatives (e.g. PoC for AI utilization). KPI) Investment for creation and accumulation of intellectual capital 14.1 billion yen	
Management Basis (ESG)	Contribute to global environment 	Osaka 2 <sup>nd</sup> DC to procure <b>renewable energy with additionality</b> , strengthen partner support to achieve Scope 3 goals KPI) CHG emissions reduction rate (Scope 1+2) 75% (preliminary) Renewable energy utilization rate 77% (preliminary)	
	Fulfill our social responsibilities 	<b>Understand and improve ESG status of partners</b> ; strengthen relationship with WBCSD*(top dialogue, PJ participation, etc.) *WBCSD : World Business Council for Sustainable Development KPI) Percentage of respondents who agree with the NRI Group Business Partner Code of Conduct or have an equivalent code 80	
	Evolve governance 	<b>The highest rating of AAA by MSCI</b> (for 3 consecutive years), and received "IR Excellent Company Award" for disclosure KPI) Number of cases of occurrence of serious risks (reported to regulatory authorities or equivalent incidents for which the NRI Group is responsible): 5	
		KPI) External Indicator <b>DJSI World Ongoing Score</b> 86	



# Reference Materials

## Revenue + Consolidated Order Backlog in the current FY



(JPY billion)

	FY Mar.2024	FY Mar.2025	YoY Change
Revenue*	736.5	780.0	+5.9%
Order Backlog**	366.0	383.9	+4.9%
Realization rate	49.7%	49.2%	(0.5P)

(\*) FY Mar.2024: Results, FY Mar. 2025: Forecasts

(\*\*) The figure at the start of FY Mar. 2025

## Reference Materials

### Revenue by Service < Total >

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting Services	156,582	161,803	5,220	3.3%
System Development & System Application Sales	211,512	230,582	19,069	9.0%
System Management & Operation Services	292,874	308,422	15,547	5.3%
Product Sales	31,195	35,748	4,553	14.6%
Total	692,165	736,556	44,390	6.4%

(JPY million)

## Reference Materials

### Order Volume < Total >

	(JPY million)			
	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting	49,189	51,440	2,250	4.6%
Financial IT Solutions	342,201	366,979	24,777	7.2%
Industrial IT Solutions	266,507	272,482	5,974	2.2%
IT Platform Services	51,321	61,367	10,045	19.6%
Other	2,899	3,370	470	16.2%
<b>Total</b>	<b>712,120</b>	<b>755,641</b>	<b>43,520</b>	<b>6.1%</b>

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.

## Reference Materials

### Order Volume < Total > (Japan/Overseas)

#### ■ Order volume of Japan

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Consulting	43,812	45,535	1,722	3.9%
Financial IT Solutions	333,959	356,429	22,469	6.7%
Industrial IT Solutions	165,022	181,524	16,501	10.0%
IT Platform Services	50,730	60,788	10,058	19.8%
Other	2,899	3,370	470	16.2%
<b>Total</b>	<b>596,425</b>	<b>647,648</b>	<b>51,223</b>	<b>8.6%</b>

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.

#### ■ Order volume of overseas subsidiaries

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
Overseas subsidiaries*	115,695	107,992	(7,703)	(6.7%)

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

## Reference Materials

### Cash Flow < Full Year >

	(JPY million)		
	FY Mar. 2023	FY Mar. 2024	YoY Change
Operating activities	118,899	142,277	19.7%
Investing activities	(61,190)	(53,422)	—
(Except Cash management purpose)	(60,683)	(53,594)	—
Free Cash Flow	57,709	88,854	54.0%
(Except Cash management purpose)	58,215	88,682	52.3%
Financing activities	(44,921)	(47,575)	—
Net increase in Cash and cash equivalents	13,646	44,678	227.4%
(Except Cash management purpose)	14,153	44,506	214.5%
Cash and cash equivalents at end of year	129,257	173,935	34.6%
Cash and cash equivalents + Cash Management purpose investment	131,235	175,874	34.0%

## Reference Materials

### Balance Sheet < Full Year >

(JPY million)

	FY Mar. 2023	FY Mar. 2024	Diff.	YoY Change
<b>Assets</b>	<b>838,224</b>	<b>922,773</b>	<b>84,549</b>	<b>10.1%</b>
Cash and cash equivalents, etc. (a)	131,235	175,874	44,638	34.0%
Goodwill and intangible assets	237,283	265,334	28,051	11.8%
Of which, Goodwill from M&A, etc.	137,804	148,588	10,783	7.8%
Software	99,365	116,654	17,288	17.4%
<b>Liabilities</b>	<b>435,817</b>	<b>519,752</b>	<b>83,934</b>	<b>19.3%</b>
Interest-bearing liabilities (b)	205,823	268,104	62,280	30.3%
<b>Equity</b>	<b>402,406</b>	<b>403,021</b>	<b>615</b>	<b>0.2%</b>
Total equity attributable to owners of parent (c)	399,006	399,532	526	0.1%
<b>Net interest-bearing liabilities (d=b-a)</b>	<b>74,588</b>	<b>92,230</b>	<b>17,641</b>	<b>23.7%</b>
<b>Net D/E ratio (e=d/c)</b>	<b>0.19</b>	<b>0.23</b>	<b>0.04</b>	

## Highlights of Consolidated Financial Results &lt; 4Q &gt;

## ■ YoY comparison

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
				(JPY million)
Revenue	176,106	186,536	10,430	5.9%
Operating Profit	27,958	29,172	1,213	4.3%
Operating Margin	15.9%	15.6%	(0.2P)	
EBITDA Margin	22.7%	22.9%	0.2P	
Profit before tax	27,054	27,950	895	3.3%
Profit attributable to owners of parent	21,273	18,549	(2,723)	(12.8%)

## Reference Materials

# External Revenue by Segment < 4Q >

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	Share	FY Mar. 2024 (Jan.-Mar.)	Share	Diff.	YoY Change
Consulting	13,255	7.5%	14,602	7.8%	1,347	10.2%
Financial IT Solutions	82,053	46.6%	89,494	48.0%	7,441	9.1%
Securities	34,439	19.6%	37,404	20.1%	2,965	8.6%
Insurance	19,500	11.1%	20,612	11.1%	1,112	5.7%
Banking	14,659	8.3%	16,848	9.0%	2,189	14.9%
Other financial	13,454	7.6%	14,629	7.8%	1,174	8.7%
Industrial IT Solutions	66,773	37.9%	66,571	35.7%	(202)	(0.3%)
Distribution	17,960	10.2%	17,053	9.1%	(907)	(5.1%)
Manufacturing, service and other	48,812	27.7%	49,518	26.5%	705	1.4%
IT Platform Services	13,246	7.5%	14,995	8.0%	1,748	13.2%
Other	776	0.4%	872	0.5%	95	12.3%
<b>Total</b>	<b>176,106</b>	<b>100.0%</b>	<b>186,536</b>	<b>100.0%</b>	<b>10,430</b>	<b>5.9%</b>

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.

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## Reference Materials

### External Revenue by Segment < 4Q > (supplementary information)

#### ■ Revenue by main client

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	Share*	FY Mar. 2024 (Jan.-Mar.)	Share*	Diff.	YoY Change
Nomura Holdings	17,691	10.0%	17,860	9.6%	168	1.0%

#### ■ Overseas Revenue

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	Share*	FY Mar. 2024 (Jan.-Mar.)	Share*	Diff.	YoY Change
Overseas Revenue	29,489	16.7%	27,143	14.6%	(2,346)	(8.0%)
North America**	9,402	5.3%	7,043	3.8%	(2,359)	(25.1%)
Oceania**	17,462	9.9%	17,265	9.3%	(197)	(1.1%)
Asia, Other**	2,624	1.5%	2,834	1.5%	209	8.0%

\* Percentage of (total) external sales

\*\* The subsidiary head office location method. Those which could be grouped into countries or regions have been listed as reference values.

## Reference Materials

# Segment Performance Results < 4Q >

- Including Inter-segment revenue for each segment

(JPY million)

		FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting	Revenue	13,739	15,132	1,393	10.1%
	OP	3,998	4,338	339	8.5%
	OM	29.1%	28.7%	(0.4P)	
Financial IT Solutions	Revenue	83,378	90,912	7,533	9.0%
	OP	12,184	12,924	740	6.1%
	OM	14.6%	14.2%	(0.4P)	
Industrial IT Solutions	Revenue	69,390	68,295	(1,095)	(1.6%)
	OP	6,011	5,597	(413)	(6.9%)
	OM	8.7%	8.2%	(0.5P)	
IT Platform Services	Revenue	43,284	48,222	4,938	11.4%
	OP	5,660	6,240	579	10.2%
	OM	13.1%	12.9%	(0.1P)	
Total (After adjustment deduction)	Revenue	176,106	186,536	10,430	5.9%
	OP	27,958	29,172	1,213	4.3%
	OM	15.9%	15.6%	(0.2P)	

## Reference Materials

# Segment Performance Results < 4Q > <Japan>

- Including Inter-segment revenue for each segment

(JPY million)

		FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting	Revenue	11,964	13,183	1,219	10.2%
	OP	3,710	4,096	385	10.4%
	OM	31.0%	31.1%	0.1P	
Financial IT Solutions	Revenue	80,480	87,446	6,965	8.7%
	OP	11,854	12,547	692	5.8%
	OM	14.7%	14.3%	(0.4P)	
Industrial IT Solutions	Revenue	43,225	44,595	1,369	3.2%
	OP	5,800	5,222	(577)	(10.0%)
	OM	13.4%	11.7%	(1.7P)	
IT Platform Services	Revenue	43,140	48,051	4,911	11.4%
	OP	5,646	6,206	560	9.9%
	OM	13.1%	12.9%	(0.2P)	
Total (After adjustment deduction)	Revenue	146,616	159,393	12,777	8.7%
	OP	27,116	28,153	1,036	3.8%
	OM	18.5%	17.7%	(0.8P)	

## Reference Materials

# Segment Performance Results < 4Q > <Overseas>

■ Including Inter-segment revenue for each segment

(JPY million)

		FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting	Revenue	1,774	1,948	174	9.8%
	OP	287	241	(45)	(15.9%)
	OM	16.2%	12.4%	(3.8P)	
Financial IT Solutions	Revenue	2,898	3,466	568	19.6%
	OP	329	377	48	14.8%
	OM	11.4%	10.9%	(0.5P)	
Industrial IT Solutions	Revenue	26,165	23,700	(2,465)	(9.4%)
	OP	210	374	164	77.9%
	OM	0.8%	1.6%	0.8P	
IT Platform Services	Revenue	143	170	27	19.1%
	OP	13	33	19	145.1%
	OM	9.4%	19.4%	10.0P	
Total (After adjustment deduction)	Revenue	29,489	27,143	(2,346)	(8.0%)
	OP	841	1,018	176	21.0%
	OM	2.9%	3.8%	0.9P	

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

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## Reference Materials

# Analysis of increase and decrease factors < 4Q >

- Main factors for increases and decreases in external sales and operating profit by segment are as follows.

(Key) (+) Increase factors, (−) Decrease factors

Segment		External revenue	Operating profit
Consulting		(+) Domestic consulting projects	(+) Higher profits due to increased revenue effects
Financial IT Solutions	Securities	(+) System development projects for major securities brokerages	(+) Higher profits due to increased revenue effects (+) Contribution from operating fees for shared online services
	Insurance	(+) Systems development for life and non-life insurance companies	
	Banking	(+) NRI BaaS/CORE implementation projects	
	Other financial, etc.	(+) Systems development for card companies	
Industrial IT Solutions	Distribution	(−) Overseas business	(−) Expenses recorded along with revaluation of software assets
	Manufacturing & services, etc.		
IT Platform Services		(+) Information security business (+) Cloud business	(+) Higher profits due to increased revenue effects

## Reference Materials

### Revenue by Service < 4Q >

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting Services	40,124	42,249	2,124	5.3%
System Development & System Application Sales	52,812	56,918	4,105	7.8%
System Management & Operation Services	75,335	79,472	4,136	5.5%
Product Sales	7,833	7,896	62	0.8%
Total	176,106	186,536	10,430	5.9%

## Reference Materials

### Consolidated P/L Highlight < 4Q >

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Revenue	176,106	186,536	10,430	5.9%
Cost of Sales	116,042	120,510	4,467	3.9%
Subcontracting Costs	55,528	59,271	3,743	6.7%
Gross Profit	60,063	66,025	5,962	9.9%
Gross Profit Margin	34.1%	35.4%	1.3P	
SG&A	32,881	37,009	4,128	12.6%
Other Income & Other Expenses, etc.	777	156	(621)	(79.9%)
Operating Profit	27,958	29,172	1,213	4.3%
Operating Margin	15.9%	15.6%	(0.2P)	

## Reference Materials

### Consolidated P/L Highlight < 4Q > (continued)

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Operating Profit	27,958	29,172	1,213	4.3%
Finance Income & Finance Costs	(903)	(1,221)	(317)	—
Profit before tax	27,054	27,950	895	3.3%
Income tax expenses	5,825	9,229	3,403	58.4%
Profit attributable to owners of parent	21,273	18,549	(2,723)	(12.8%)



## Reference Materials

### Order Volume by Segment < 4Q >

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting	13,479	9,611	(3,867)	(28.7%)
Financial IT Solutions	214,057	227,498	13,440	6.3%
Industrial IT Solutions	130,461	135,757	5,296	4.1%
IT Platform Services	23,054	28,341	5,286	22.9%
Other	840	1,289	449	53.5%
<b>Total</b>	<b>381,893</b>	<b>402,498</b>	<b>20,605</b>	<b>5.4%</b>

Note : The segment classifications are partially changed for 1Q FY March 2024, and the past figures are based on the classifications after these changes.

## Reference Materials

# Order Volume by Segment < 4Q > (Japan/Overseas)

### ■ Order volume of Japan

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Consulting	11,598	7,793	(3,804)	(32.8%)
Financial IT Solutions	209,015	221,430	12,415	5.9%
Industrial IT Solutions	86,056	92,623	6,567	7.6%
IT Platform Services	22,911	28,183	5,272	23.0%
Other	840	1,289	449	53.5%
Total	330,420	351,320	20,900	6.3%

### ■ Order volume of overseas subsidiaries

(JPY million)

	FY Mar. 2023 (Jan.-Mar.)	FY Mar. 2024 (Jan.-Mar.)	Diff.	YoY Change
Overseas subsidiaries*	51,472	51,177	(294)	(0.6%)

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

## Reference Materials

### FY March 2025 Financial Results Forecasts < 1H/2H >

(JPY billion)

■ 1H	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	Diff.	YoY Change
Revenue	362.0	380.0	17.9	5.0%
Operating Profit	58.8	64.0	5.1	8.7%
Operating Margin	16.3%	16.8%	0.6P	
Profit before income tax	57.5	62.0	4.4	7.8%
Profit attributable to owners of parent	37.6	41.0	3.3	8.9%

(JPY billion)

■ 2H	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	Diff.	YoY Change
Revenue	374.4	400.0	25.5	6.8%
Operating Profit	61.5	68.0	6.4	10.5%
Operating Margin	16.4%	17.0%	0.6P	
Profit before income tax	59.6	67.0	7.3	12.3%
Profit attributable to owners of parent	41.9	47.0	5.0	12.0%

# Reference Materials

## Revenue Forecasts by Segment for FY March 2025 < 1H/2H >

(JPY billion)

### 1H

	FY Mar. 2024 (Results)	Share	FY Mar. 2025 (Forecasts)	Share	Diff.	YoY
Consulting	23.7	6.6%	28.0	7.4%	4.2	17.9%
Financial IT Solutions	170.9	47.2%	177.0	46.6%	6.0	3.6%
Securities	70.0	19.4%	72.0	18.9%	1.9	2.7%
Insurance	38.1	10.5%	40.0	10.5%	1.8	4.7%
Banking	33.2	9.2%	34.0	8.9%	0.7	2.1%
Other financial	29.3	8.1%	31.0	8.2%	1.6	5.6%
Industrial IT Solutions	140.0	38.7%	145.0	38.2%	4.9	3.5%
Distribution	37.1	10.3%	38.0	10.0%	0.8	2.4%
Manufacturing, service and other	102.9	28.4%	107.0	28.2%	4.0	4.0%
IT Platform Services	25.8	7.1%	28.0	7.4%	2.1	8.4%
Other	1.5	0.4%	2.0	0.5%	0.4	32.2%
<b>Total</b>	<b>362.0</b>	<b>100.0%</b>	<b>380.0</b>	<b>100.0%</b>	<b>17.9</b>	<b>5.0%</b>

### 2H

Consulting	28.2	7.5%	33.0	8.3%	4.7	17.0%
Financial IT Solutions	178.9	47.8%	183.0	45.8%	4.0	2.3%
Securities	73.6	19.7%	75.0	18.8%	1.3	1.9%
Insurance	41.3	11.0%	43.0	10.8%	1.6	4.0%
Banking	34.4	9.2%	35.0	8.8%	0.5	1.6%
Other financial	29.5	7.9%	30.0	7.5%	0.4	1.5%
Industrial IT Solutions	135.8	36.3%	151.0	37.8%	15.1	11.1%
Distribution	34.4	9.2%	38.0	9.5%	3.5	10.5%
Manufacturing, service and other	101.4	27.1%	113.0	28.3%	11.5	11.4%
IT Platform Services	29.8	8.0%	31.0	7.8%	1.1	4.0%
Other	1.6	0.4%	2.0	0.5%	0.3	20.5%
<b>Total</b>	<b>374.4</b>	<b>100.0%</b>	<b>400.0</b>	<b>100.0%</b>	<b>25.5</b>	<b>6.8%</b>

## CAPEX, R&amp;D and Depreciation Forecasts for FY March 2025

## ■ Capital Expenditure, R&D

(JPY billion)

	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	Diff.	YoY Change
Capital Expenditure	56.7	57.0	0.2	0.4%
Tangible	14.5	10.0	(4.5)	(31.2%)
Intangible	42.2	47.0	4.7	11.3%
R&D Expenses	5.3	6.0	0.6	13.2%

## ■ Depreciation and Amortization

(JPY billion)

	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)	Diff.	YoY Change
Total	48.1	50.0	1.8	3.8%

## Reference Materials

# Forecasts for FY March 2025 <Consolidated Earnings Model>

- FY March 2025 Consolidated Earnings Model
  - Revenue of JPY780 billion and Operating profit of JPY132 billion

(JPY billion)

	FY Mar. 2023 (Results)	FY Mar. 2024 (Results)	FY Mar. 2025 (Forecasts)*	YoY	
				Diff.	Change
Revenue	692.1	736.5	780.0	43.4	5.9%
Cost of Sales	452.3	475.4	501.0	25.4	5.4%
Personnel	162.0	167.4	177.0	9.5	5.7%
Subcontracting Costs	214.1	221.9	233.0	11.0	5.0%
Depreciation	33.5	35.6	38.0	2.3	6.5%
Gross Profit	239.8	261.0	279.0	17.9	6.9%
Gross Profit Margin	34.6%	35.4%	35.8%	0.3P	
SG&A	131.5	142.3	147.0	4.6	3.3%
Operating Profit	111.8	120.4	132.0	11.5	9.6%
Operating Margin	16.2%	16.3%	16.9%	0.6P	

\* Figures are consolidated estimates for preparing this earnings model.

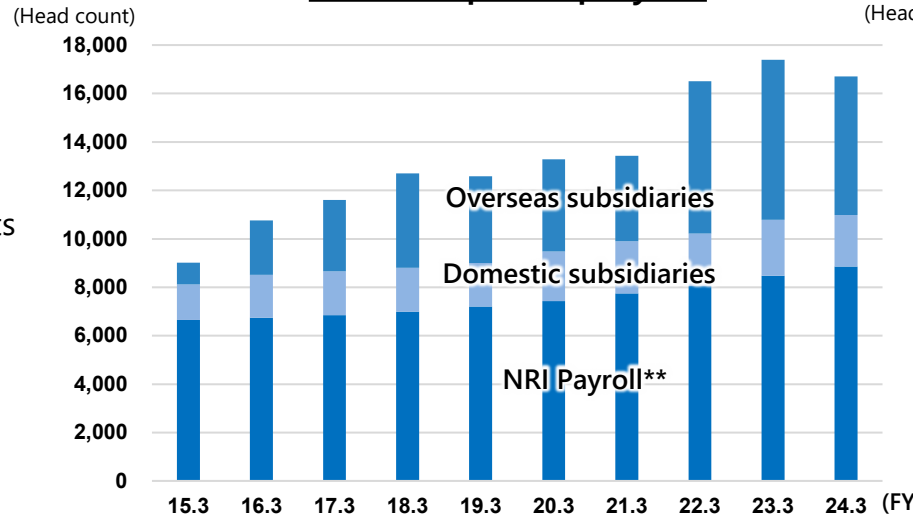
# NRI's employees + Partners (in Japan & China)

## NRI Group's employees

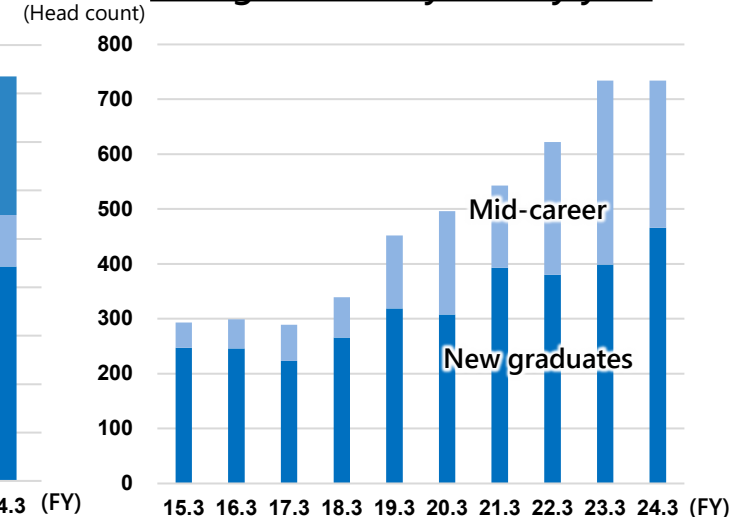
**16,708\***

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

**NRI Group's employees**



**Hiring to NRI Payroll\*\* by year**



## Subcontractors

### Offshore development Partners in China

22 partners in 21 regions

Personnel:

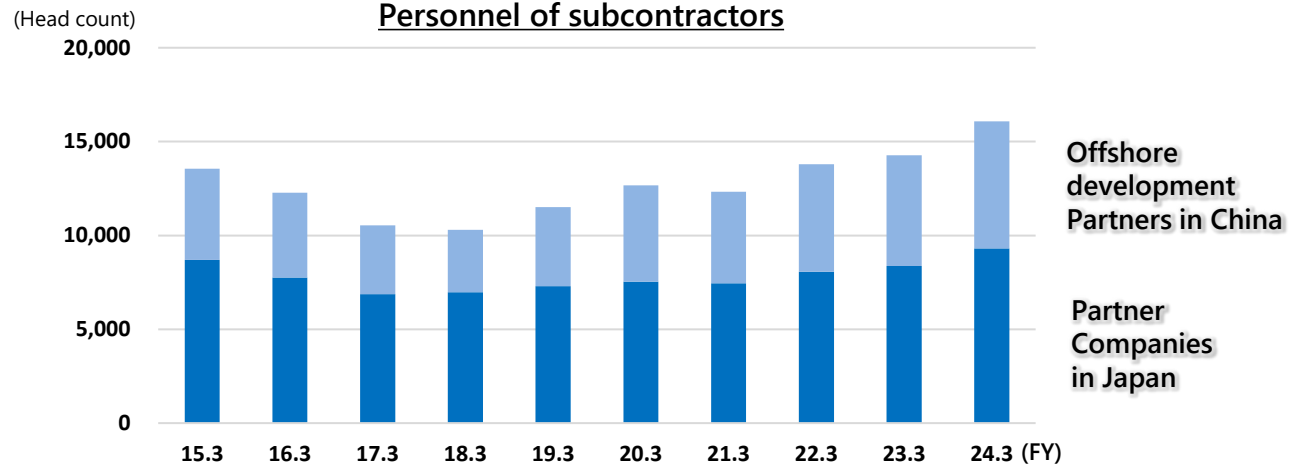
Approx. 7,000

### Partner Companies in Japan

Personnel:

Approx. 9,500

**Personnel of subcontractors**



\* As of the end of March 2024

\*\* 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.





**Envision the value,  
Empower the change**