

# List of Materialities

We will promote sustainability management based on the concept that the creation of a sustainable future society and NRI's growth strategy are integrated. We will constantly recognize that achieving the "society we innovate" as set forth in our corporate philosophy is the reason for NRI's existence, and we will work on the eight materialities.

Reflecting changes in the business environment, the KPI and targets were updated in FY March 2026.

\*1 AI investment (included in intellectual capital investment)

\*2 Each company in the NRI Group implements its own respective initiatives. We are currently considering setting targets on a consolidated basis for future disclosure.

\*3 Percentage of women responsible for projects and businesses

\*4 With the aim of creating an environment where women have the same opportunities as men to succeed regardless of age, we have revised our approach to setting targets and the definition of the target group, effective from FY March 2026.

\*5 Total software investment + R&D and policy expenses

\*6 Including environment, human rights, etc.

\*7 Rate of consenters or holders of equivalent standards among NRI Group's procurement partner companies, such as system development contractors

\*8 Beginning in FY March 2026, we will revise the calculation method and determine key business partners based on our Group's procurement and order amounts.

\*9 Formerly known as DJSI (Dow Jones Sustainability Indices)

➡ Continuation of efforts ➡ Further progress of efforts

| Materiality            | 2030 Goals  | Major Initiatives  | KPI  | FY March 2026 Targets                                  | FY March 2025 Results                  |  | Contributions to SDGs   |  |
|------------------------|---|--|--|--|--|--|---|--|
|                        |   |  |  |  | KPI                                    | Status of Initiatives  |   |  |
| Value Creation         | <p><b>Co-create a thriving future society</b></p> <p>Derive value from excellent human capital and intellectual capital to expand digital social capital</p>  | <ul style="list-style-type: none"> <li>Business model transformation                             <ul style="list-style-type: none"> <li>- DX consulting, analytics</li> <li>- Expand business by utilizing AI</li> <li>- Social DX (e.g., utilization of My Number Card, regional revitalization, etc.)</li> <li>- Financial DX</li> </ul> </li> <li>Policy proposals, advocacy, information and knowledge sharing, etc.</li> </ul>                                | AI-related investment amount*1   | ¥16.8 billion  | (Measured from FY 2025)                | Provision of corporate generative AI, establishment of JV specializing in IT consulting with financial institutions, <b>progress in client co-creation</b> |   |  |
|                        | <p><b>Co-create an optimal society</b></p> <p>Effectively utilize resources (such as human resources, public assets, IP) and recycle natural resources through the use of business PF and data analytics</p>  | <ul style="list-style-type: none"> <li>Business process transformation                             <ul style="list-style-type: none"> <li>- Strategy / operations / systems consulting</li> <li>- Value chain DX (CO<sub>2</sub> visualization, circular economy platforms creation)</li> </ul> </li> <li>Shared operation through business PF                             <ul style="list-style-type: none"> <li>- THE STAR, BESTWAY, etc.</li> </ul> </li> </ul> | Revenue from business platforms that contribute to building an optimal society   | ¥147.0 billion   | ¥138.6 billion                         | Expanding <b>financial business platform</b> , such as SaaS for financial institutions, etc.   |   |  |
|                        | <p><b>Co-create a safe and secure society</b></p> <p>Provide highly advanced IT infrastructure to protect social infrastructure and data from disasters and cyber risks</p>   | <ul style="list-style-type: none"> <li>Sustainable social infrastructure</li> <li>IT infrastructure transformation                             <ul style="list-style-type: none"> <li>- Security, cloud services</li> </ul> </li> <li>Stable service operation</li> <li>Disaster management, disaster recovery support, etc.</li> </ul>  | Sales from security-related businesses   | ¥90.4 billion  | (Measured from FY 2025)                | Promoting the use of a <b>safe and secure cloud</b> , such as Generative AI Security Monitoring Services, private GPU environment                          |   |  |
| Value Creation Capital | <p><b>Advance human capital</b></p> <p>Create a workplace where highly skilled professionals with diverse values gather to grow</p>   | <ul style="list-style-type: none"> <li>Enhance capacity to realize the growth story</li> <li>Promote diversity and inclusion</li> <li>Improve growth opportunities for each member / individual, etc.</li> </ul>   | Employee engagement score (non-consolidated)*2   | More than 70 continued                                 | 73                                     | Enhanced training for <b>female leaders</b> , reskilling with trainees from subsidiaries (NRI Secure Technologies)   |   |  |
|                        | <p><b>Accumulate intellectual capital</b></p> <p>Continuously evolving of the source of our competitiveness (such as business model, brand, and capability)</p>   | <ul style="list-style-type: none"> <li>Evolve business models (e.g., production innovation by utilizing AI and expand software assets)</li> <li>Create a continuously evolving brand (e.g., enhanced content for information and knowledge sharing)</li> <li>Strengthen organizational capability to support business development (e.g., quality control, productivity innovation), etc.</li> </ul>  | Intellectual capital investment*1*5  | ¥66.4 billion  | (Measured from FY 2025)                | <b>AI-based development platform</b> under development, trialed in some projects   |   |  |
| Management Basis (ESG) | <p><b>Contribute to global environment</b></p> <p>In collaboration with business partners with Scope3 vision, create a sustainable environment globally and conserve natural capital while promoting more sophisticated use of renewable energies</p> | <ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions, and promote renewable energy use (Scope1+2)</li> <li>Take measures to reduce greenhouse gas emissions in Scope3, etc.</li> </ul>   | Greenhouse gas emissions reduction rate (Scope1+2) (base year FY2019)  | FY2030 target  | (89%)                                  | (91%)  | Received " <b>Net-zero Target</b> " certification from SBTi, AI-based air conditioning optimization in all data centers, significant energy savings |  |
|                        | <p><b>Fulfill our social responsibilities</b></p> <p>Fulfill social responsibilities in the entire supply chain, such as good relationships with stakeholders, creating a healthy workplace, and commitment to human rights</p>                       | <ul style="list-style-type: none"> <li>Employee well-being</li> <li>Initiatives concerning human rights and labor practices (including AI ethics, etc.)</li> <li>Build and strengthen partnerships with business partners, stakeholders, and communities, etc.</li> </ul>  | Rate of consent to the NRI Group Business Partner Code of Conduct*6 or possessing own such codes of conduct*7  | 95% for major business partners*8                      | Domestic Group 85%<br>Entire Group 75% | First <b>interactive dialogue event</b> between investors and NRI management focused on sustainability   |   |  |
|                        | <p><b>Evolve governance</b></p> <p>Strive for balanced governance, including strategic risk-taking, to control risks with long-term perspective</p>   | <ul style="list-style-type: none"> <li>Maintain/operate Group-wide governance and internal control</li> <li>Enterprise risk management</li> <li>Strengthen quality control and information security management</li> <li>Promote disclosure and improve transparency</li> <li>Enhance compliance, etc.</li> </ul>   | Number of cases in which severe risk materializes (reports to regulatory authorities or incidents of equivalent severity for which the NRI Group is responsible) | 0  | 1                                      | Applying the <b>Group Governance Implementation Guidelines</b> to overseas offices, NRI adopted as a component of Nikkei stock average                     |   |  |
|                        |   |  |  | <b>DJSI World (Dow Jones Sustainability Indices)*9</b> | Selection Continued                    | Selection  |   |  |

Message from the CEO

NRI's Value Co-Creation

V2030 Growth Story for 2030

MTPT2025

Value Creation

Value Creation Capital

Management Basis (ESG)

Corporate Information / Data



## Co-create a Thriving Future Society

Through Expansion of Digital Social Capital

NRI is promoting DX to transform its clients' business processes, DX to create new businesses together with clients, and DX to solve social issues and realize transformation. In this way, we are actively creating new businesses and co-creating businesses with our clients.

As we move toward 2030, we aim to contribute to the realization of a thriving society in which everyone can lead a prosperous life by enriching outstanding human capital and intellectual capital, as well as the digital social capital for creating value from those two types of capital.

To achieve the goal stated above, NRI is making various efforts in both consulting and IT solutions. In particular, we will focus on building platforms that contribute to social transformation from a medium- to long-term perspective.

### Initiatives for co-creating a thriving future society

- Independently developed a method for building industry- and task-specific LLMs
- Established a joint venture specializing in IT consulting to address business challenges together with financial institutions
- Promoted collaboration in Tsuruoka City's "Digital Transformation for Structural Reform" project



## Co-create an Optimal Society

Through Effective Utilization of Resources

NRI operates business platforms such as THE STAR and BESTWAY in order to assist in the transformation of business processes at financial institutions and the reduction of greenhouse gas emissions through the shared use of information systems.

As we work toward 2030, we aim to contribute to the realization of a smart society—for example, efficient utilization of social resources (including human resources, public property, intellectual property, etc.) and circulation of natural resources. We will achieve these goals through measures such as joint use of business platforms and use of data for visualization/prediction of real space.

To achieve these goals, we will work on the development of and consulting on IT solutions that contribute to solving global issues, such as green transformation (GX) and a circular economy.

### Initiatives for co-creating an ideal society

- Supported Japan's financial industry through business platform services
- Drove operational innovation with e-NINSHO, a personal identity verification service utilizing My Number Cards



## Co-create a Safe and Secure Society

Through Sophistication of Infrastructure

As information infrastructure becomes increasingly complex, NRI is promoting businesses that undertake security guaranteed infrastructure. The integration of business and technology is accelerating, and digital twins are expected to create new business models.

As we work toward 2030, we aim for a state that contributes to the realization of a strong and flexible society. In this society, social infrastructure and data will be protected by an advanced IT infrastructure that operates stably and is resistant to disasters and cyber risks, and everyone will be able to enjoy various digital services with peace of mind.

To achieve these goals, we will work to acquire advanced technologies and to create safe, secure, and high-quality services.

### Initiatives for co-creating a safe and secure society

- Launched digital resilience enhancement services to support corporate management teams
- Provided a digital environment for the safe use of AI


 Value Creation  
[https://www.nri.com/en/sustainability/materiality/value\\_creation/index.html](https://www.nri.com/en/sustainability/materiality/value_creation/index.html)

### Visualization of Social Impact

NRI is working to visualize the process of creating social impact through our business and to quantitatively calculate our social impact.

In creating the logic tree-style model and calculating the social impact, the Company's executives and relevant departments engaged in repeated discussions to carefully examine the approach. In addition, based on the version published in the Integrated Report 2024, we obtained advice for improvements through exchanges of opinions with shareholders and investors.

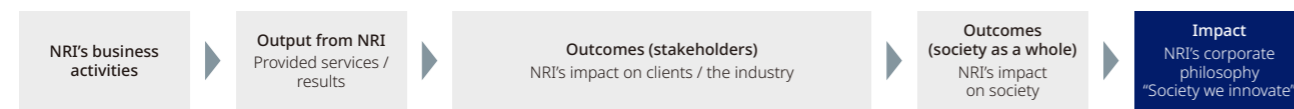
In the chart presented on the next page, taking such advice into consideration, we further enhanced the content by providing more specific information on the quantification of social impact. For each case, we clearly indicate the process up to the creation of social impact and describe the calculation method in detail.

Social Impact Generated by NRI's Business Activities  P.50-51

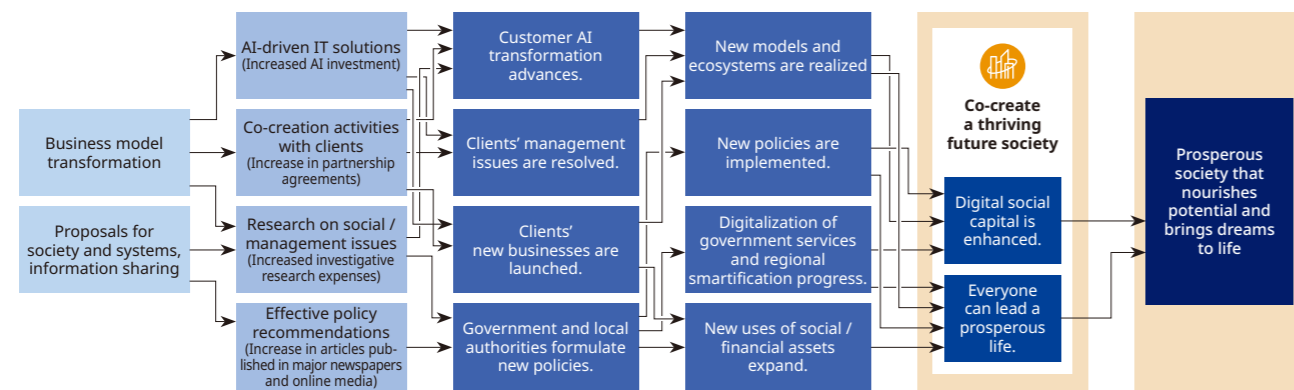
# Social Impact Generated by NRI's Business Activities

As various social issues become increasingly severe, companies are expected not only to achieve sustainable growth but also to generate positive impacts on society through their business activities. In response to these societal expectations, we have structured a logic tree to clearly illustrate the causal relationship between our business activities and their contributions to solving social issues and creating broader societal impact. These diagrams help visually convey the flow of value creation through our business activities, thereby enhancing stakeholders' understanding and trust, while also facilitating the sharing of future growth directions.

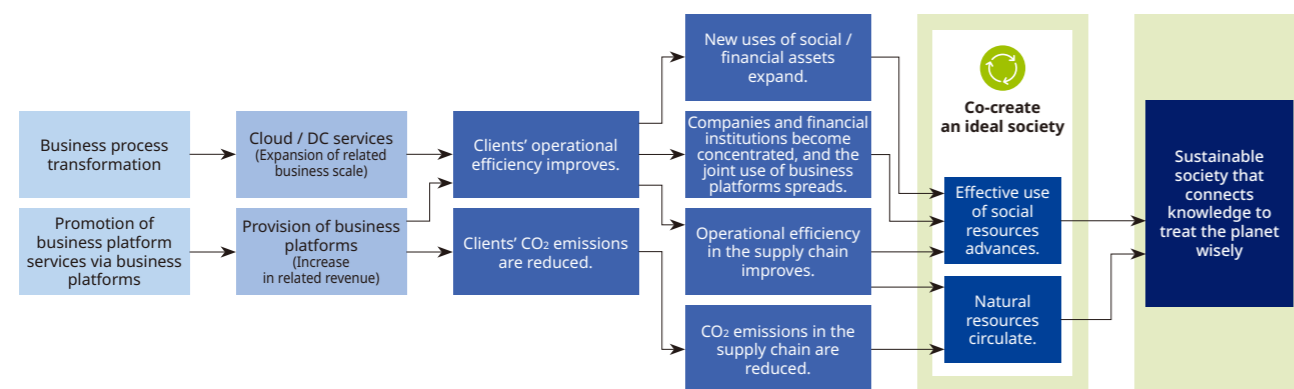
## Process through Which NRI's Business Activities Generate Social Impact



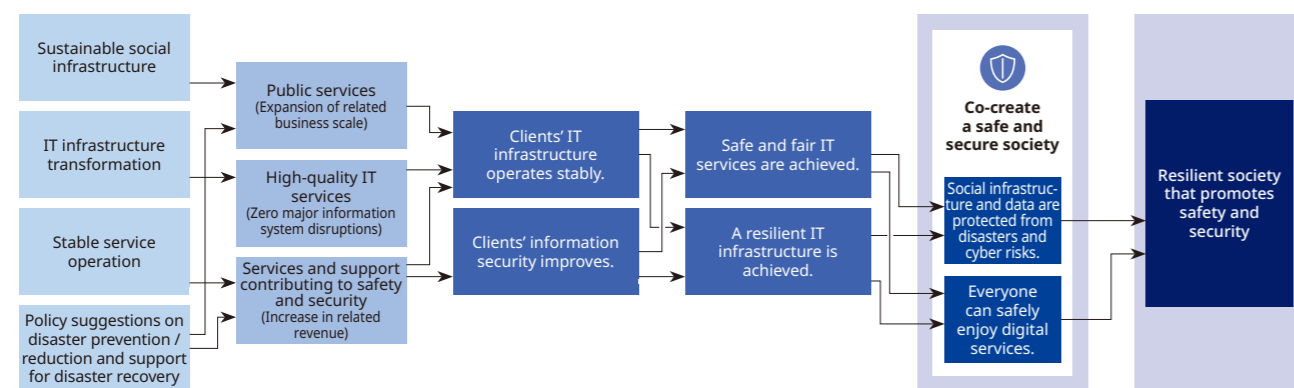
### (1) Co-create a Thriving Future Society



### (2) Co-create an Ideal Society



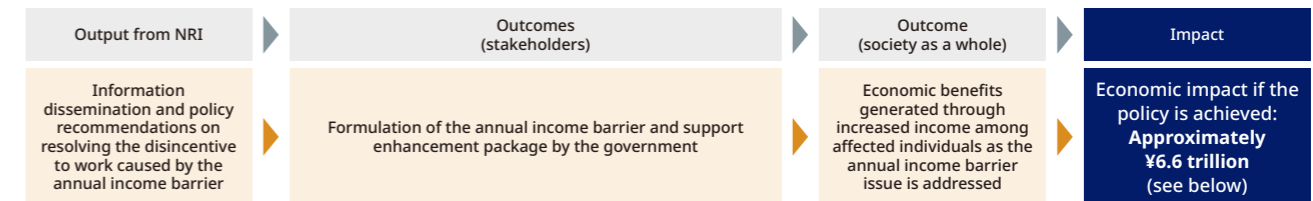
### (3) Co-create a Safe and Secure Society



In addition, for each of the three areas of social value, we have highlighted representative business cases and undertaken the quantitative calculation of their social impact. The following outlines the evaluation process, calculation methods, and resulting figures.

## Case 1 Policy recommendation on resolving the annual income barrier (Co-creating a thriving future society)

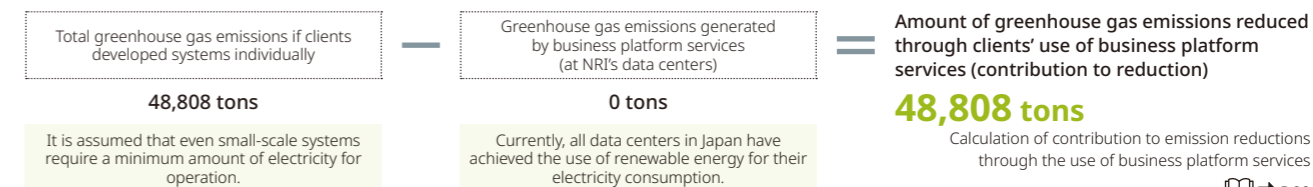
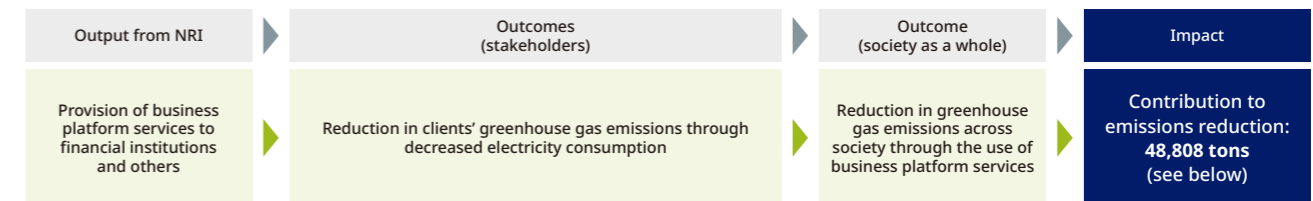
Calculated for the fiscal year ended March 2024



Note: NRI estimates based on: Labour Force Survey (2022), Ministry of Internal Affairs and Communications, Comprehensive Survey on Part-Time Workers (2016), Ministry of Health, Labour and Welfare, 2015 White Paper on the Labor Economy, Ministry of Health, Labour and Welfare, and NRI's "Survey on the Actual Conditions and Intentions of Employed Married Part-Time Women" (Sep. 2022)

## Case 2 Expansion of business platform services (Co-create an ideal society)

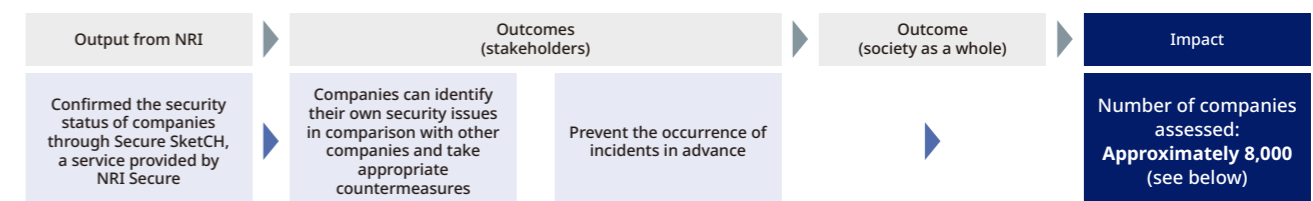
Calculated for the fiscal year ended March 2025



Note: Calculated by NRI using a methodology based on the guidelines of the WBCSD (World Business Council for Sustainable Development)

## Case 3 Provision of security risk assessment services (Co-create a safe and secure society)

Calculated for the fiscal year ended March 2025



Number of companies able to identify security risks and prevent the occurrence of incidents in advance

Approximately 8,000\*

- \* Of these, approximately 7,000 are domestic companies and approximately 1,000 are overseas companies.
- \* Of the domestic companies, approximately 600 are listed companies (including approximately 400 Prime Market companies and approximately 100 Nikkei 225 companies).
- \* Approximately 60-70% used the service to assess multiple companies (purposes such as group governance, supply chain management, and due diligence).
- \* Approximately 2,500 companies used assessments based on customer-specific or industry-specific guidelines, and approximately 800 companies used more advanced assessments that incorporate external diagnostics.

(Reference)  
If even one company experiences an incident, the average estimated damage is approximately ¥3.1 billion per company.

Note: Based on NRI's estimate using a calculation template created by the General Incorporated Association Japan Cybersecurity Innovation Committee



# Advance Human Capital

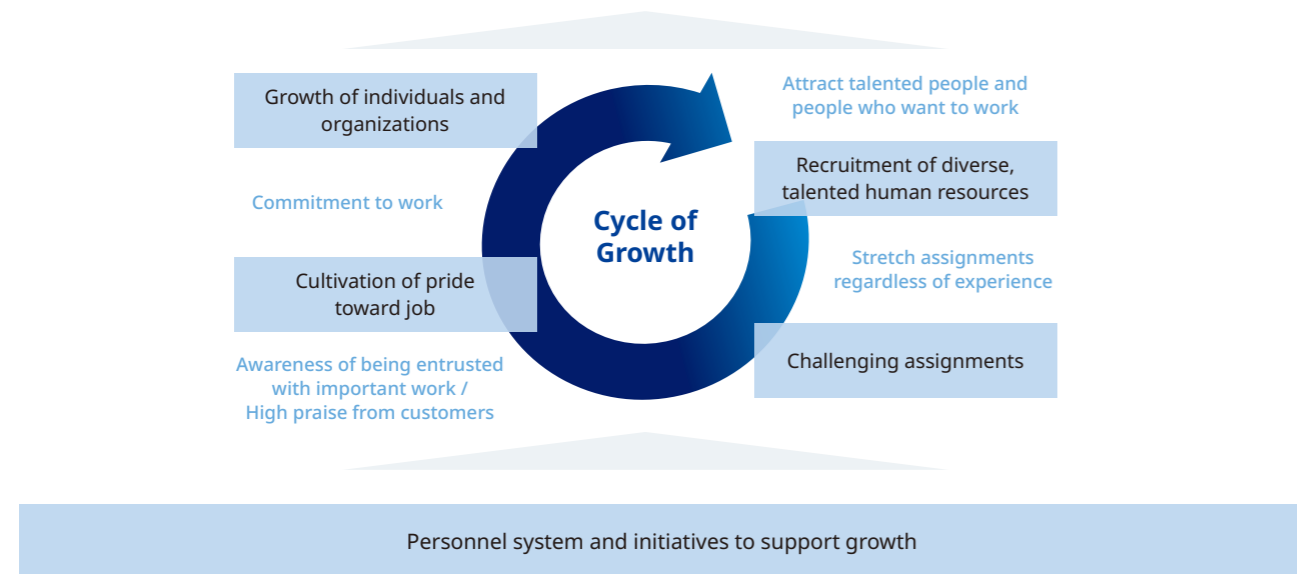
## Through Bold Actions and Growth of Diverse Professionals

NRI positions the expansion of human capital as the core of its materiality as corporate Value Creation Capital. The strength of NRI exists precisely in this human capital. We also have strengths in various initiatives and mechanisms that attract talented personnel and encourage their growth. We are evolving NRI's unique growth cycle daily to adapt to changes in the times and the environment. NRI's human resources are a group of professionals who possess a high level of expertise and who take the initiative to continually take on challenges and pursue growth based on independently set goals. We constantly emphasize the creation of systems and environments in which such highly motivated human resources can improve their abilities and produce the maximum results, and we invest in the necessary human capital.

### NRI's Unique Growth Cycle

NRI has always operated its own growth cycle. This has enabled us to maximize the capabilities of human resources who support growth and to build human capital, which is our greatest strength.

| Strengths of Individual Human Resources  |   |  | Strength as an Organization  |
|--|---|--|--|
| Professionalism  | Responsiveness to Change  | Potential for Autonomic Growth   | Integration of Excellent Skills  |
| <ul style="list-style-type: none"> <li>✓ Builds awareness as professionals from an early stage</li> <li>✓ Continues to hone high level of expertise</li> </ul> | <ul style="list-style-type: none"> <li>✓ Accumulates much knowledge through various experiences</li> <li>✓ Applies the knowledge to new challenges</li> </ul> | <ul style="list-style-type: none"> <li>✓ Full of curiosity</li> <li>✓ Acquires new skills on their own and continues to better themselves</li> </ul> | <ul style="list-style-type: none"> <li>✓ Possesses extremely wide-ranging and diverse expertise as an organization</li> <li>✓ Mobilizes strengths while respecting each other</li> </ul> |



NRI maintains a strong presence in the recruitment market by attracting top talent through the appeal of other talented personnel. We also promote individual growth by assigning young employees to roles with significant responsibility and discretion early in their careers, encouraging them to take on challenges in unfamiliar areas. These stretch assignments are made possible by the systems and corporate culture that support such initiatives and are firmly embedded in our organization.

In addition, we accurately identify issues that arise at each stage of the growth cycle in response to changes in the times and environment, and we are continuously working to improve our human resource systems and mechanisms.

### Human Resources System and Mechanisms to Support the Growth Cycle

|   |   |
|---|---|
| On-boarding support to strengthen hiring of recent graduates and enable mid-career hires to play an active role at an early stage | To address the increase in recruitment needs associated with the Company's growth and the intensifying competition for IT talent, we are <b>strengthening our recruitment activities and raising starting salaries</b> , continuing to focus on attracting top talent.<br>We are also <b>enhancing our on-boarding support</b> —including expanding our development systems and training programs—to help mid-career hires adapt smoothly to their new environment, overcome a wide range of changes such as differences in corporate culture and job content, and <b>maximize their individuality and capabilities from an early stage</b> . |
| Flexible assignment of roles  | At NRI, we intentionally refrain from establishing rigid missions or roles. <b>We encourage our employees to think on their own and take action independently that goes beyond their missions and roles</b> , rather than simply following instructions.<br>The human resources system introduced in April 2022 enables promotions and advancements based on performance, regardless of age, and <b>provides a framework that more appropriately evaluates challenges that go beyond one's assigned mission or role</b> .   |
| Balance between independent career development and strategic rotation that offers diverse experiences                             | At NRI, employees are asked to <b>independently develop their own careers</b> .<br>We provide opportunities for employees to apply for positions and projects they wish to take on through our <b>internal job posting system</b> . We also value a balanced approach that supports employee <b>growth through transfers, assignments, and strategic rotations that broaden their experience</b> .  |
| Treatment and development investment appropriate for professionals  | To ensure a professional-level environment in terms of compensation, including salaries, bonuses, and benefits, we <b>operate our human resources system appropriately and continuously work to improve treatment</b> through regular reviews.<br>What is more, NRI encourages employees to take the initiative in learning and to enhance their expertise in growth areas at an early stage by participating in a wide range of training programs and acquiring qualifications, <b>while also expanding our investment in human resource development</b> .   |

Receiving high evaluations from clients instills a sense of pride in employees toward their work and leads to further improvement in engagement. When each employee performs their duties with a strong sense of commitment, both individual and organizational strengths are demonstrated, supporting sustainable growth and the enhancement of corporate value.

### NRI's Investment in Human Capital

At NRI, in order to further enhance our human capital, we are not only securing talented personnel—an element in NRI's unique growth cycle—but also promoting the provision of opportunities for each employee's growth and capability development, as well as improving their capabilities. We are also focusing on activities to enhance the quality of our organization so that these personnel can fully demonstrate their abilities.

In the current fiscal year, in addition to quantitatively measuring the amount of investment in human capital, we have continued research on human capital, including visualizing the process by which investment in human capital leads to increased corporate value.

For the fiscal year ended March 2025, the estimated amount of investment by NRI on a non-consolidated basis for the maintenance and expansion of human capital is as shown in the table below.

**Human Capital Investment Amount** (Fiscal year ended March 2025: NRI only)

|  |                |
|--|----------------|
| Investment in hiring   | ¥2.35 billion  |
| Investment in improving the capabilities of human resources  | ¥10.71 billion |
| Investments to enhance organizational quality, such as improving employee engagement and promoting diversity and inclusion (D&I) | ¥1.78 billion  |

## Initiatives for Realizing V2030

In order to promote the strategies of core business, DX, and global as listed in the growth story of V2030, NRI will implement initiatives for strengthening capabilities (including a revision of the human resources system), expanding growth opportunities, and creating an environment where everyone can work with enthusiasm.

### Measures for Realizing V2030

|   |   |
|---|---|
| Strengthen capabilities to achieve our growth story | <ul style="list-style-type: none"> <li>Further bolster hiring through new measures (New graduates: Expansion of internship opportunities, hosting of events, and increase in starting salaries) (Mid-career: Enhancement of recent university graduates and referral hiring, development of an alumni network, and improvement of NRI's brand recognition)</li> <li>Expand opportunities for <b>veteran employees</b> (Establish operation of Meister System [system for rehiring after mandatory retirement])</li> <li>Operate <b>human resources systems and attractive treatment</b> that support new challenges (Accelerate multi-track career system for expert talent, promote early advancement of high-performing young employees, and realize compensation appropriate for professionals)</li> </ul>   |
| Expand growth opportunities for each employee       | <ul style="list-style-type: none"> <li>Visualize and systematically develop talent with capabilities in DX, AI, cybersecurity, business creation, and global operations (Shift resources to growth areas, promote upskilling, and support continuous career development through opportunities after returning from overseas study or trainee assignments)</li> <li>Promote specialization and autonomous career development through expanded training programs and certification systems</li> <li>Provide continuous growth opportunities and enhance employees' sense of growth through advanced talent management</li> <li>Systematically develop the <b>next generation of management</b> and strengthen human resources management capabilities among current managers through training (Establish company-wide targets and enhance the development environment while promoting investment in strategic assignments)</li> </ul> |
| Instill a culture of D&I                            | <ul style="list-style-type: none"> <li>Maintain and improve <b>employee engagement</b> throughout the entire Group</li> <li>Provide opportunities that promote <b>gender equality</b> (Offer opportunities to women / visualize and promote appointments to managerial positions)</li> <li>Support the early success of <b>mid-career hires</b> (Expand learning content and networking opportunities)</li> <li>Create a workplace that enables both men and women to <b>balance work with childcare and nursing care</b></li> <li>Create <b>opportunities for people with disabilities to thrive</b></li> </ul>  |

In the Medium-Term Management Plan 2023–2025, we have set appropriate KPIs for these initiatives and are promoting the PDCA cycle. Progress in the fiscal year ended March 2025 was generally on track. One of the indicators with a high progress rate, “Number of DX-capable personnel,” exceeded the target level for the fiscal year ending March 2026, driven by productivity innovations initiated by generative AI and company-wide AI CoE activities. Additionally, the newly established target for “Global talent,” set from the fiscal year ended March 2024, is also steadily progressing.

| Focus on Measures                                | KPI   | FY March 2025 Results                      | FY March 2026 Targets  |            |
|--|---|--|--|------------|
| Enhance capabilities to realize the growth story | Human resources for utilizing DX  | 4,029 people                               | 3,200 people   |            |
|  | Human resources for business creation   | 194 people                                 | 200 people   |            |
|  | Human resources for global business   | 296 people                                 | 320 people   |            |
|  | Hiring headcount*1  | New graduate hires                         | 486 people   | 500 people |
|  |   | Mid-career hire                            | 181 people   | 183 people |
| Improve growth opportunities for each individual | Growth realization ratio  | 74.8%                                      | 75%  |            |
|  | Percentage of managers with high human resource management skills (high scores on human resource-related measures in the internal survey) | 93.6%                                      | 97%  |            |
| Promote D&I                                      | Employee engagement score (NRI Payroll)   | 73   | More than 70 continued   |            |
|  | Percentage of female managers   | 9.5%                                       | Equivalent to the ratio of female employees in the relevant positions*3 (9.6%) |            |
|  | Female opportunity offering rate*2  | 16%  | Equivalent to the ratio of female employees in the relevant positions*3 (14%)  |            |
|  | Percentage of managers who were mid-career hires (equitable promotion from employee population)   | Equal ratio of expert and management (25%) | Equivalent percentage maintained for expert and management                     |            |

\*1 Number of professional employees. Includes employees seconded to subsidiaries, etc., in the scope of the calculation.  
 \*2 Percentage of women responsible for projects and businesses  
 \*3 The target value is set to match the ratio of female employees in the relevant positions, based on the belief that both men and women should be able to thrive equally, regardless of gender.  
 See NRI ESG Databook 2025 for details.

## Strengthening Capabilities to Achieve Our Growth Story

In addition to actively hiring human resources who support the growth cycle of human capital, NRI supports the challenges of each and every employee by enhancing its personnel system and treatment.

### Talent Acquisition

NRI actively hires employees that will grow into professionals who possess a high level of expertise, take the initiative to work on independently set goals, and embrace challenges without fearing change.

#### ► New Graduate Hiring

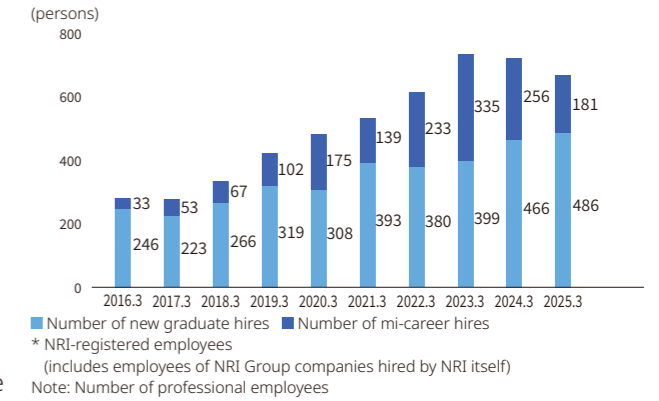
At NRI, we believe that effectively communicating the appeal of our wide-ranging business areas requires not only the efforts of the HR recruitment team but also the active involvement of employees from operational departments. We therefore emphasize a collaborative approach between HR and the front lines.

In order to communicate the realities of NRI, our on-site employees are in charge of various events such as on-site internships (5 or 10 days), hands-on one-day work for studying IT, and roundtable discussions for female students. In particular, our on-site internships have received strong positive feedback from students seeking employment, as they not only convey what it is like to work at NRI but also serve as an opportunity to deepen understanding of the consulting and IT industries.

#### ► Mid-Career Hiring

At NRI, we believe that in addition to the growth of each individual employee, enhancing the expertise of the entire organization through continuous and strategic mid-career hiring is essential to supporting our clients' transformations. People from diverse backgrounds are active across the Company. In recent years, to further promote the recruitment of candidates who are a good match for NRI, we have strengthened referral hiring (recruitment through employee recommendations and referrals) and alumni hiring. The number of employee referrals has reached a record high. We are also actively communicating NRI's appeal to prospective candidates through a variety of channels—including mass media, online events, recruitment agencies, and direct sourcing—while focusing on the recruitment of top talent.

Hiring by NRI Payroll\* by Year



#### Voices of Mid-Career Hires

As an NRI alumnus, I rejoined the Company through referral hiring. After gaining experience at another company and reflecting on my future growth, I decided that I wanted to be part of an organization equipped with both a problem-solving mindset and strong knowledge. That led me to make the decision to take on a new challenge at NRI as a consultant. At NRI, regardless of the business domain, there is a deeply rooted culture of accurately identifying client issues and acting with a sense of purpose to contribute to their resolution. While inheriting this organizational culture, I hope to continue taking on new challenges at NRI by drawing on the experiences I gained externally.

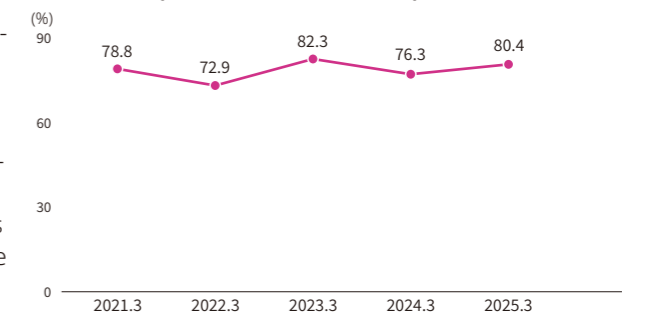


**Masahiro Azechi**  
 (Joined in 2023)  
 Systems Consulting Division

### Hiring of Employees after Mandatory Retirement and Support for Active Participation

At NRI, we have introduced a system for rehiring after mandatory retirement to enable employees with advanced expertise to continue applying their skills even after mandatory retirement. In the past, the system for rehiring after mandatory retirement was designed to accommodate diverse lifestyles, such as shorter work schedules. However, beginning with the fiscal year ended March 2024, we established a new Meister position as part of the system for rehiring after mandatory retirement. This position allows us to reemploy individuals with particularly advanced expertise in more responsible roles and with higher compensation, thereby supporting both their continued contribution and enhanced job satisfaction after retirement.

Utilization Rate of System for Rehiring after Mandatory Retirement (Non-consolidated basis)



### Personnel System That Supports Challenges and Appealing Conditions (Salaries and Bonuses)

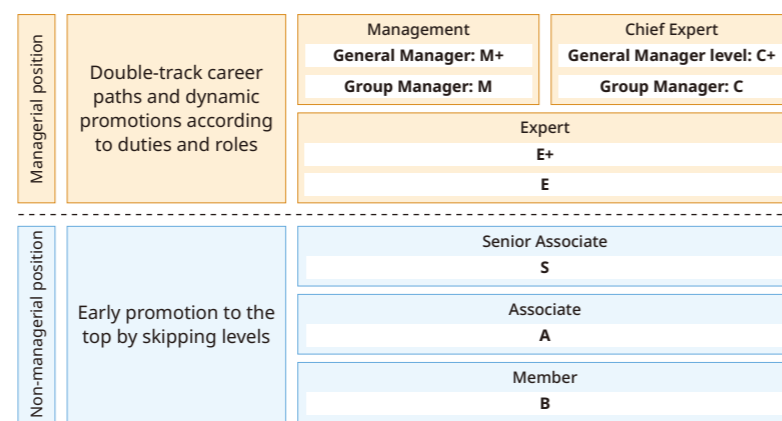
NRI has long operated under a human resources system based on performance, outcomes, and ability. Recognizing the need to further promote ongoing transformation of existing businesses and the pursuit of new business opportunities, we introduced a new system in April 2022. To remain professionals who are constantly aware of potential risks and unafraid of change and challenge, we clearly define expectations based on each individual's role and mission and provide compensation and treatment that reflect their performance. We also emphasize the spirit of treating all people with mutual respect regardless of who they are or their position.

Under the current system, job class is determined according to the duties and level of achieving the roles expected by each division for the year rather than past successes and achievements. As such, employees are expected to maintain a constant spirit of challenge and respond flexibly to changes in society. In addition, we have established a chief expert position as a career path for professionals outside of management. This multi-track career structure enables appropriate compensation for those who steadily deliver results as specialists supporting the Company's business growth.

#### ► Rank System

Job class for manager-level personnel is now determined according to the duties handled and expected role for the year rather than past successes and achievements. We have also clarified the career path for professionals outside of management by establishing a chief expert class equivalent to that of a management role. In addition, we have made it possible to move in both directions between professional and management tracks, thereby enabling a diverse range of career options based on each individual's preferences and aptitudes. This multi-track career system allows management to focus on supporting career development and increasing engagement among their team members, while specialists contribute to the organization by honing their expertise. The structure enables us to appropriately compensate individuals who continue to take on challenges and deliver results in their respective domains.

Framework of the Human Resources System



#### ► Promotions and Demotions

This new system has made flexible promotions and demotions possible according to the duties and roles of manager-level personnel. At the same time, an accelerated promotion system was introduced for non-manager-level personnel, who can now be promoted as far as the highest ranks, regardless of age. Furthermore, for top-performing employees, we have implemented a human resources system that allows for the fastest possible promotion to expert level—in some cases as early as their 20s—thus actively supporting early career development among younger employees.

#### ► Evaluation System

Under the new system, results are still evaluated appropriately against the goals set at the start of the year and reflected in bonuses, as was done under the old system. Also, particularly in evaluations for promotions of manager-level personnel, we are working to strengthen mechanisms for multifaceted evaluations to determine whether candidates have the attitude and qualities suitable for top-level NRI employees.

#### ► System for Employment Conditions

To provide economic compensation appropriate for professionals—encompassing salaries, bonuses, and employee benefits—we have significantly improved compensation for outstanding employees by raising starting salaries, revising monthly salaries, and clarifying performance evaluations. In addition, we have introduced medium- to long-term incentive programs—such as retirement allowances, defined contribution pension plans, the employee stock ownership plan, and E-Ship (trust-type employee stock incentive plan)—to encourage sustainable enhancement of corporate value. Furthermore, from January 2025, we have introduced a workplace Tsumitate NISA (Nippon Individual Savings Account for long-term investments) with incentives to further enhance our employee benefits.

Average Annual Salary (Non-Consolidated Basis)

(1,000 yen)

| FY March 2016 | FY March 2017 | FY March 2018 | FY March 2019 | FY March 2020 | FY March 2021 | FY March 2022 | FY March 2023 | FY March 2024 | FY March 2025 |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 11,560        | 11,514        | 11,660        | 12,217        | 12,352        | 12,251        | 12,320        | 12,421        | 12,716        | 13,217        |

### Expanding Individual Growth Opportunities

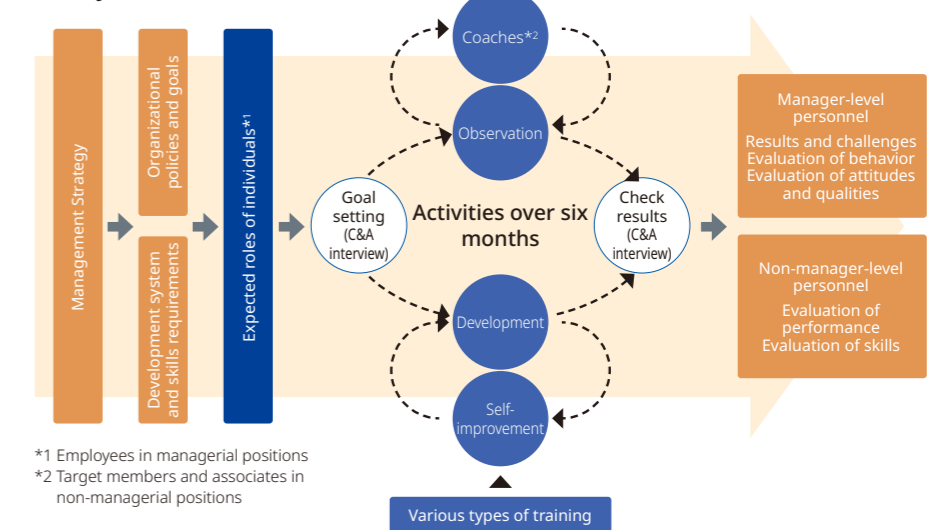
At NRI, we are committed to expanding growth opportunities by enhancing various systems and training programs to enable each individual to pursue expertise, grow, and thrive.

### Initiatives for Systematic Development

#### ► C&A System

We offer the Challenge & Act (C&A) System to broadly support autonomous and systematic skills development by employees and for each of them to share their intended career paths with their managers, with whom they also have interviews to check their level of achievement of targets they set themselves. In the C&A System, employees have a goalsetting interview with their supervisors at the beginning of the term. After activities for half of the term, employees meet again with their supervisors to confirm the results. The cycle is then repeated.

C&A System



\*1 Employees in managerial positions  
\*2 Target members and associates in non-managerial positions

NRI has also implemented the Mission-C&A System for employees in managerial positions. Mission-C&A translates the organizational mission into expected roles for individual managers.

#### ► DX Talent

To encourage highly skilled consultants and system engineers to leverage their existing skill sets and expand their scope of activity into the DX field, we are strategically working to enhance their capabilities as DX talent by offering various training programs.

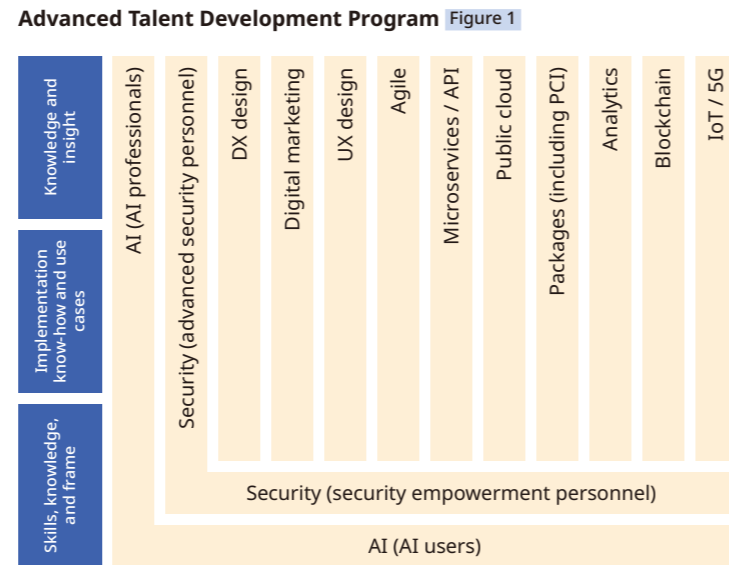
#### Advanced Talent Development Program

Even as new technologies continue to emerge, it remains essential to adopt a proactive mindset of acquiring and internalizing advanced technologies as one's own skill set. Currently, we are focusing on the areas of AI and security as we promote the acquisition of DX-related skills.

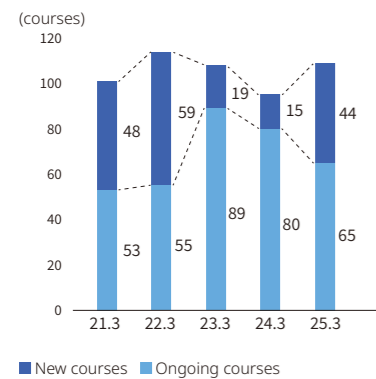
To support further skill enhancement, we utilize the C&A System. Under this system, individuals register both their DX skill domain and the level of proficiency. We define the number of employees whose skill level is basic or above as the number of active DX personnel, and we are working toward increasing this number as a KPI.

The training program curriculum is designed to foster talent capable of driving the creation and expansion of DX businesses, a core pillar of our growth strategy. In addition to IT skills, the curriculum includes opportunities to study cutting-edge business use cases and advanced business insights, thereby strengthening the capabilities required in the DX era (Figure 1). These curricula are continuously revised and updated to improve content and effectiveness, and new courses are developed with improved efficiency and optimization (Graph 1).

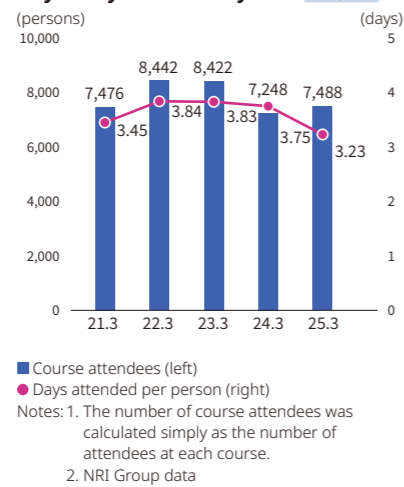
In line with the structured provision of opportunities based on KPIs, employees continue to take courses to achieve their individual capability development goals. While the number of training days per person attending DX skills development courses declined in the fiscal year ended March 2025 due to the increase in shorter-duration courses, the number of course participants began to rise, enabling employees to easily access the latest information and enhance their skills (Graph 2). As a result, the number of active DX personnel is steadily increasing (Graph 3).



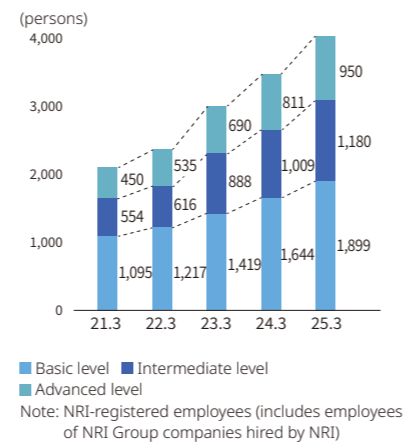
**Number of DX Skills Development Courses by Year Graph 1**



**Number of DX Skills Development Course Attendees and the Number of Days They Attended by Year Graph 2**



**Human Resources Active in DX by Year Graph 3**

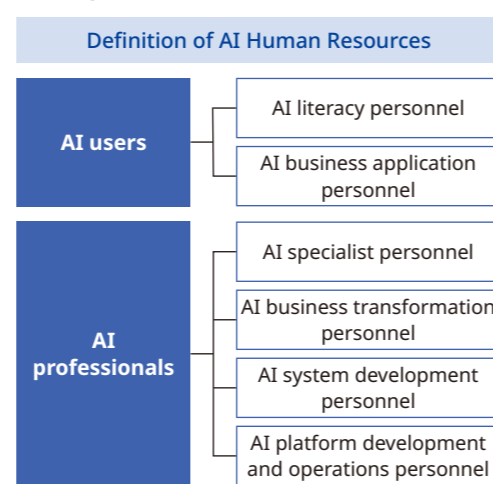


► **AI Human Resources**

Based on the Medium-Term Management Plan announced in April 2023, we have been continuously strengthening the development of AI human resources. In the fiscal year ended March 2025, we revised the AI human resources categories to “AI users” and “AI professionals,” further specifying the required competencies and establishing development targets accordingly. Further, leveraging expertise from internal AI implementation projects and expertise gained through R&D, we have refined the required skill set and enhanced the development roadmap for AI human resources. During the fiscal year ended March 2025, we launched seven new training programs. For the fiscal year ending March 2026, we plan to update existing programs and expand the lineup to over 15 offerings. We will continue to implement initiatives for AI human resources development.

In addition, NRI employees, whether as AI users or AI professionals, need to have a deep understanding of AI-related risks to make the most of AI. For this reason, we have created the AI Risk Training, which outlines the NRI Group’s Basic AI Policy and clarifies AI risk response measures based on each employee’s role—a required component of the Group’s compliance training program for all officers and employees.

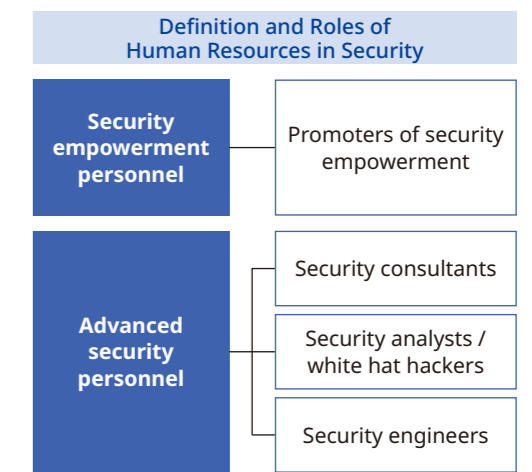
**Development of AI Human Resources**



► **Security Human Resources**

NRI is strengthening the development of talent in security, another growth area. In addition to the conventional category of advanced security personnel, who contribute to business by leveraging their specialized knowledge and technical expertise in security, we have newly defined a category of security empowerment personnel. Security empowerment personnel are employees with expertise in areas other than security who have acquired foundational security skills. They contribute to business by identifying clients’ security issues at an early stage and facilitating solutions in collaboration with advanced security personnel. To increase the number of security empowerment personnel, we launched a new training program in July 2025 to support the acquisition of foundational security skills.

**Human Resources Development in Security**



► **Business Creation Human Resources**

As an indicator for expanding human resources to create new businesses, we have set the goal of increasing the number of employees with Certified Business Analyst (CBA) and Certified Business Developer (CBD) certifications, which are internal certifications at NRI. (The KPI is a total of 250 certified employees for FY March 2031.) To achieve these goals, we provide mid-career and above employees with a large number of courses for efficiently learning practical skills, as well as courses for preparing to obtain external qualifications such as Certified Business Analysis Professional (CBAP). For young employees, we have prepared a training program for early identification of human resources who possess the elements for business creation and assistance in bringing those human resources closer to certification while increasing their motivation and skills. In both cases, the strength of NRI’s human resource development lies in our well-established scheme in which internal professionals serve as instructors and as leaders in developing the next generation.

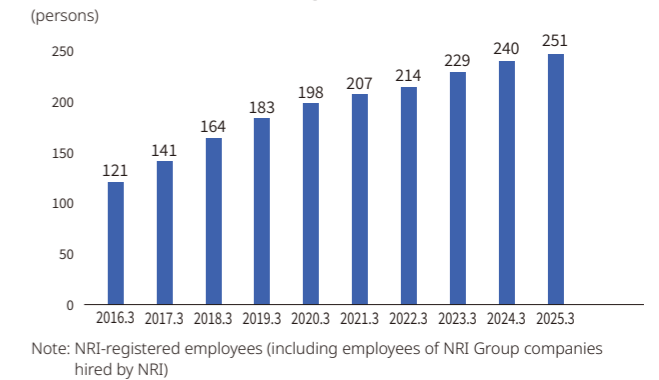
**KPI for Business Creation Human Resources** Targets for 2030 250 persons



► **Global Human Resources**

NRI implements numerous overseas programs that aim to expand the capabilities of global human resources. NRI is especially focusing on an overseas trainee system that dispatches young employees to our worldwide offices or the worldwide offices of client corporations that are active in the global market. Until now, more than 200 trainees have been deployed to 38 cities in 20 countries overseas. We also send several employees every year to study abroad. We have sent a total of 67 employees to study abroad during the 12-year period ended FY March 2025. In addition to MBAs from overseas universities and business schools, employees are actively acquiring degrees in other fields, such as computer sciences (MSE/MCS) and law (LLM).

**Cumulative Number of Dispatched Overseas Trainees**



## Expanded Training Programs

With more than 1,200 total sessions held for over 500 courses offered throughout the year, our in-house training comprehensively covers all the fields that employees need. Aside from required rank- and position-specific training, employees are free to select these courses on their own.

Diversity and inclusion (D&I) programs offer programs geared toward supporting the advancement of women, diversity, and work-life balance.

### Training Program System

| Classification                               | Junior employees   |                                     | Mid-level employees                        |                                  | Expert-                         |
|--|--|-------------------------------------|--|----------------------------------|---------------------------------|
|  | Member   | Associate                           | Senior associate                           |                                  |                                 |
| Program according to seniority               | Career seminar   |                                     |  |                                  |                                 |
|  | MCD0   | MCD1                                | MCD2                                       | MCD3                             | MCD4                            |
| Program according to promotion / By position | New employee training  | Training for promotion to associate | Training for promotion to senior associate | Training for promotion to expert | New and existing group managers |
|  | Training at the joining of the Company / Mid-career follow-up training                       |                                     |  |                                  |                                 |
| Core talent                                  | Value co-creation leader training  |                                     |  |                                  |                                 |
|  | New generation business leader program   |                                     |  |                                  |                                 |
| Skill development                            | New Dream Up the Future Forum  |                                     |  |                                  |                                 |
|  | Division manager recommendation courses (External dispatch leader development program, etc.) |                                     |  |                                  |                                 |
| D&I  | Female leader development program  |                                     |  |                                  |                                 |
|  | Female leader training program   |                                     |  |                                  |                                 |
| Human and organizational development         | Female manager selection program (External dispatch)   |                                     |  |                                  |                                 |
|  | New employee training  |                                     |  |                                  |                                 |
| Others                                       | IT solution skills training  |                                     |  |                                  |                                 |
|  | Basic career training  |                                     |  |                                  |                                 |
| Skill development                            | Hands-on career training   |                                     |  |                                  |                                 |
|  | Training for selected certifiers   |                                     |  |                                  |                                 |
| D&I  | Consulting training  |                                     |  |                                  |                                 |
|  | Lectures for general managers  |                                     |  |                                  |                                 |
| Human and organizational development         | Staff HR development program   |                                     |  |                                  |                                 |
|  | Advanced Talent Development Program  |                                     |  |                                  |                                 |
| Others                                       | Global human resources development program   |                                     |  |                                  |                                 |
|  | D&I seminar for department heads and general managers  |                                     |  |                                  |                                 |
| Human and organizational development         | E-learning related to diversity promotion, including unconscious bias and nursing care       |                                     |  |                                  |                                 |
|  | Support for balancing work with childbirth, parenting, and nursing care program              |                                     |  |                                  |                                 |
| Others                                       | Human capability improvement program   |                                     |  |                                  |                                 |
|  | Organizational development support program   |                                     |  |                                  |                                 |
| Human and organizational development         | Self-improvement support program   |                                     |  |                                  |                                 |
|  | Program by department  |                                     |  |                                  |                                 |

MCD: My Career Design

## Pursuit of Advanced Expertise

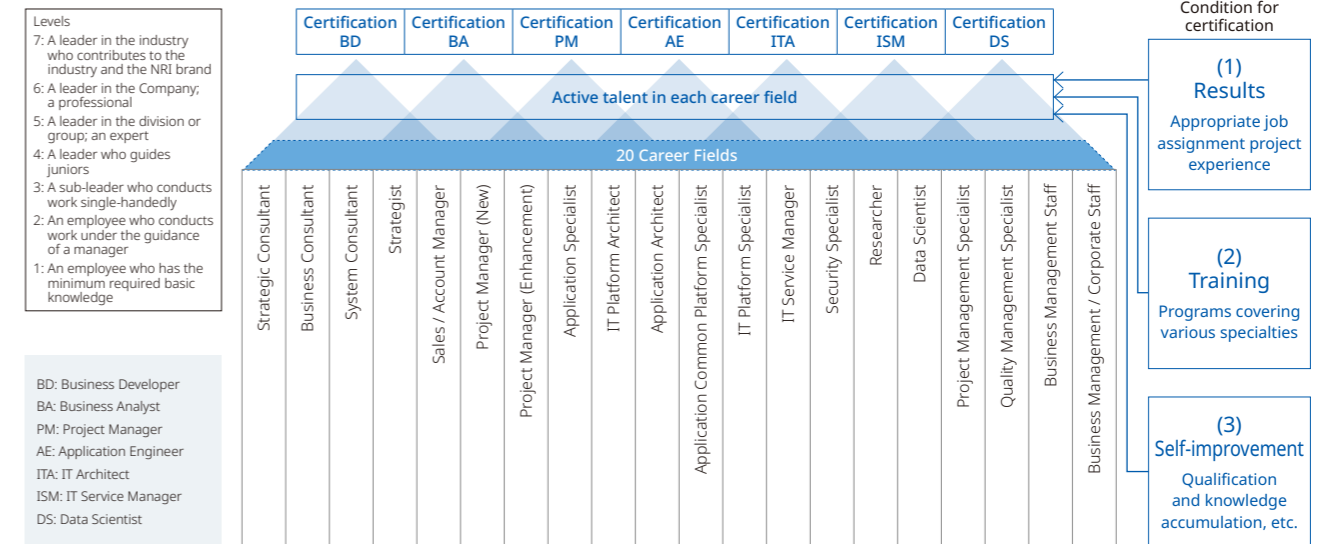
### ► Career Fields

A key strength of NRI employees is their ability to work as multi-skilled specialists across multiple specialized fields. To advance the development of such talent, NRI has defined 20 career fields for specialist employees. Each employee selects their own field of focus to refine their expertise, and continues with the aim of becoming a leader in multiple career fields.

### ► Certification Program

NRI confers internal certifications to professionals with high-level expertise as role models in each career field. The internal certification program has seven qualifications, which serve as goals when employees envision their future careers and design their career paths. In the Skills Development Program, we offer an extensive lineup of highly specialized programs for boosting skills for internal certifications.

## Growth of Core Talent and Internal Certification Program



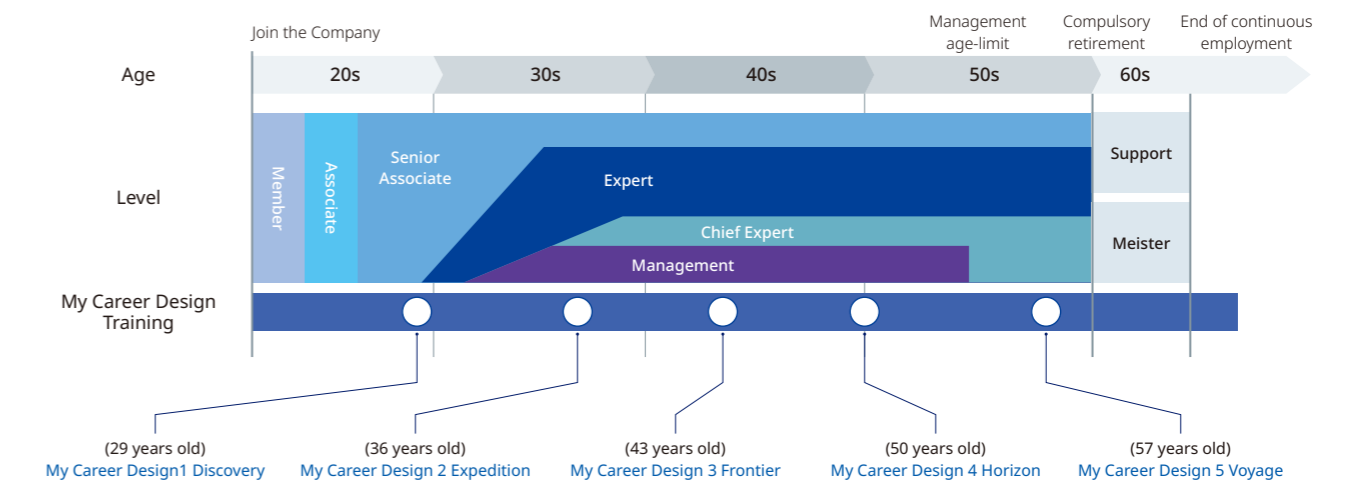
## Independent Career Development and Empowerment of Veteran Human Resources

In order to achieve independent career development for our employees and empower veteran human resources, we dramatically overhauled our existing career development training and started the My Career Design training from FY March 2022. In this program, we arrange a total of five workshop-style training sessions aiming to achieve career autonomy by looking back at one's career, from the time employees are in their 20s until their late 50s. In the training sessions for employees aged 40 and up, we support independent learning by providing career coaching, one-on-one interviews, and a rich variety of optional programs such as e-learning for reskilling after workshops to make career development efforts more effective. In the fiscal year ended March 2025, approximately 1,000 employees of ages ranging from their 20s to late 50s participated in the My Career Design training, which provided an opportunity to reflect on their careers through workshops. In addition, apart from the workshops, we held career seminars open to all employees to foster career awareness.

### My Career Design (MCD)

**Purpose**

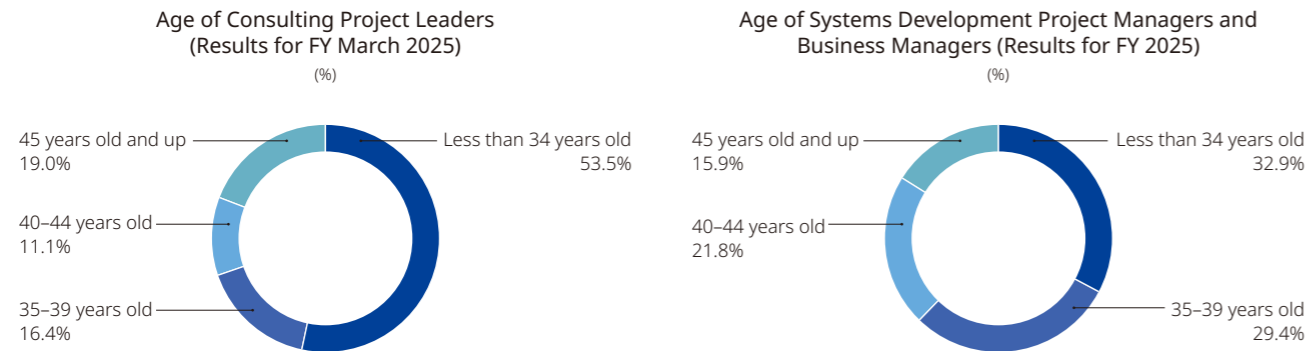
- Have each employee work independently to choose and develop their own career, undergo ceaseless transformation, and continuously take on challenges, regardless of age
- By reflecting on their own career at regular intervals and career turning points, employees are able to flexibly adapt to environmental changes.



## Employee Growth via Challenging Assignments

At NRI, employees are given roles requiring great responsibility and discretion even if the employees are of a younger generation. In consulting projects, employees experience working as a leader in their 20s. Approximately 30% of the systems development project managers (PMs) are in their 20s or early 30s.

NRI-style project management methods and knowledge-sharing mechanisms, which were developed through longstanding accomplishments, make human resources development and the giving of challenging assignments possible. This experience not only encourages employee growth, but also creates a virtuous cycle that fosters pride in work as employees perceive their own growth.



## Cultivating Human Resources to Support Management

### ▶ Enhancing the Development of the Next Generation of Management

We conduct two types of training for selected individuals to develop our next generation of management and executive personnel.

Every year, five to eight officer promotion candidates for the future take part in the New Dream Up the Future Forum, a learning and development program for the next generation of management personnel. Participants learn about how managers think via dialogue with outside managers, deepen their understanding of management under the guidance of outside experts, and tackle management issues presented to each participant. This series of activities provides opportunities for thinking about the meaning of management. We also held the New-Generation Business Leader Program to cultivate in employees a perspective higher than their current roles and to enable them to think about business strategies from a company-wide perspective.

### ▶ Improving the Human Resource Management Ability of Managers

In order to further accelerate the growth cycle toward 2030, it is important to improve the human resource management ability of general managers and group managers. Accordingly, we have implemented training programs for newly appointed general managers and group managers, with a curriculum focused on enhancing human resource management ability. All training programs incorporate vision management to consolidate the total capability of the organization, potential management to maximize the potential of people and the organization, and performance management to achieve goals while supporting subordinate development and independent career development.

In addition, we conduct training to strengthen the human resource management ability of existing group managers, and based on requests from individual divisions, we provide listening skills training for management teams to enhance relationships with subordinates. To improve managers' ability to develop subordinates and co-creation leadership skills, we have introduced the AHEAD Program with 360-degree feedback, and have also launched e-learning content to support effective utilization of the program.



scene from listening skills training for managers

At NRI, we promote co-creation of job satisfaction so that employees and the Company can raise job satisfaction together, diversity and inclusion to bring together the strengths of diverse human resources, and the creation of an environment where everybody can demonstrate their value as they work. Furthermore, we are engaged in the respect of the human rights of all people who are impacted by NRI's business activities.

Promoting Diverse Work Styles and Health and Productivity Management P.91  
Efforts to Respect Human Rights P.92-94

## Co-creating Job Satisfaction with Employee Engagement

At NRI, we are engaged in various activities to enhance employee engagement. As part of these efforts, we are promoting the Job Satisfaction Co-Creation initiative, which aims to foster a culture where each employee feels job satisfaction and can take on challenges by embracing diversity.

### ▶ Fostering a Culture Conducive to Job Satisfaction (Providing Organizational Development Training and Communicating Information via Events, Etc.)

To enable all employees to actively participate in co-creating job satisfaction initiatives, NRI is working to foster an organizational culture through various means, including training related to organizational and human resources development (such as interpersonal skills training), the provision of video content, and communication through multiple channels.

Training for newly appointed managers incorporates organizational development programs designed to increase awareness in the co-creation of job satisfaction initiatives. Furthermore, across NRI, each organization is independently promoting these initiatives. Examples of such efforts are shared via the intranet-based Job Satisfaction Co-Creation website.



Website page introducing examples of co-creating job satisfaction

### ▶ Visualizing the Status of Organizations (Engagement Surveys)

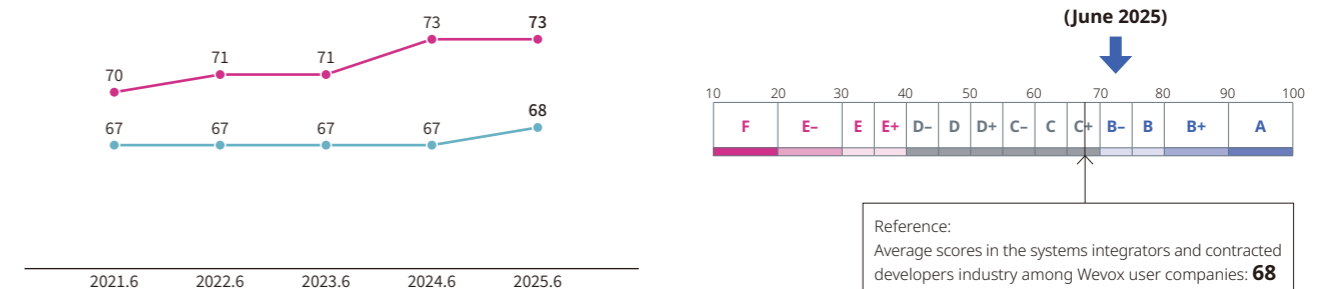
To understand employee job satisfaction and promote the company-wide co-creation of job satisfaction, we measure employee engagement. For this purpose, we use the engagement measurement tool Wevox<sup>\*1</sup>, and have conducted annual surveys every June since 2021, targeting employees at NRI and certain Group companies<sup>\*2</sup>. The survey results are not only used for planning HR-related measures but also disclosed internally via the intranet to support initiatives aimed at enhancing engagement in the workplace.

In FY2025, the overall engagement score was 73, the same as in FY2024. Scores improved in areas related to "human relations," "support," and "personal growth," while some items under "environment" saw a decline—despite remaining at a relatively high level overall. This is believed to be due to the short-term impact of changes in working styles, even as medium- to long-term trends point to benefits from increased face-to-face communication.

Going forward, we will continue to promote communication and improve the environment to support flexible working styles for employees and, from a medium- to long-term perspective, work to maintain and enhance employee engagement.

<sup>\*1</sup> Tool provided by Atrac, Inc.  
<sup>\*2</sup> Group companies with large number of staff on assignment from NRI

### Engagement Score



● Employee engagement score  
● Average scores in the systems integrators and contracted developers industry among Wevox user companies

Notes: 1. Using the engagement analysis tool Wevox provided by Atrac, Inc., we surveyed employees at NRI and Group companies with a high percentage of employees seconded from NRI.  
2. Engagement scores are assigned ranks A through F as indicators.

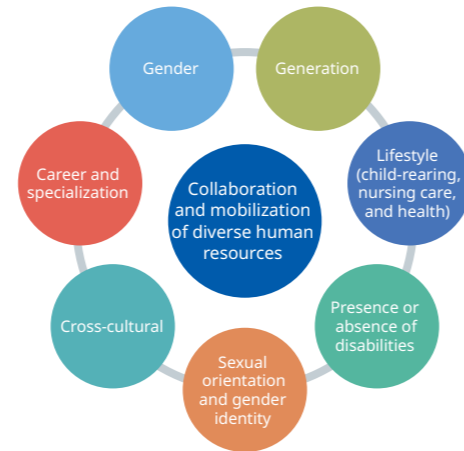
Promoting Diversity and Inclusion



NRI believes that consolidating the strengths of each employee—with their diverse strengths and individual characteristics—leads to the strength of the organization. We aim to foster a fair and equitable workplace environment where diverse employees can work positively and continue embracing challenges.

Among the seven areas shown on the right, we have identified gender, career and specialization, and presence or absence of disabilities as three priority areas for promoting activities. We are also enhancing the sharing of information on systems and case examples related to each area, and working to create an environment where employees can confidently choose diverse work styles.

NRI Action Policy for Promoting Diversity and Inclusion



Promotion of Women's Participation and Advancement in the Workplace

We are continuing our engagement in activities for the NRI Women's Network (NWN) project, which began in 2008 under the direct supervision of our president. Initially, initiatives focused on establishing systems and training programs to help employees balance work and childcare. Since the fiscal year ended March 2016, we have introduced a Women's Leadership Development Program, and since the fiscal year ended March 2019, we have offered a Women's Leadership Development Academy, led by female directors, further strengthening initiatives that support women's career advancement. In April 2023, we revised our Action Plan and are advancing initiatives under new targets. In addition to the ratio of female managers—which we have been addressing over the years—we have defined the female opportunity offering rate as the ratio of women assigned to managerial roles in projects or businesses, recognizing the importance of such assignments in fostering candidates for promotion. A target value has also been set for this indicator.

In pursuing these targets, we redefined both the ratio of female managers and the female opportunity offering rate as indicators reflecting our ideal state: a workplace in which all employees can succeed, regardless of gender. Accordingly, from April 2025, we have set a new target of equivalent to the ratio of female employees in the target population. (Target values for the fiscal year ending March 2026: ratio of female managers at 9.6%; female opportunity offering rate at 14%.)

To further increase the ratio of female employees, we continue to revisit systems that support balancing work and private life, foster a culture conducive to women's success, and expand opportunities. Topics related to women's participation and broader diversity promotion are also discussed in the Senior Management Committee and Board of Directors, leading to actions for improvement. Since the fiscal year ended March 2022, we have introduced a system to evaluate diversity promotion efforts by business division, aiming to foster an environment in which all employees—regardless of gender—can thrive.

Enhanced On-Boarding for Mid-Career Hires

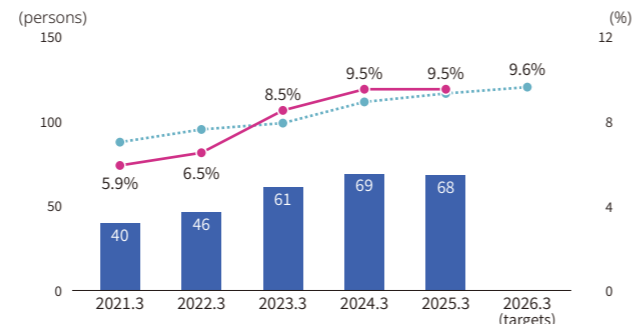
At NRI, we are working to enhance on-boarding programs to create an environment where mid-career hires—who are expected to contribute immediately—can demonstrate their capabilities from an early stage.

As part of our company-wide efforts, we hold monthly Getting Started training for those that have just joined the Company, where we explain our systems and rules, welfare, human resources development,



Networking event between mid-career hires and the president

Ratio of Female Managers (General Managers / Managers) (NRI non-consolidated basis)



■ Number of female managers (left scale) ● Ratio of female managers (right scale)  
● Ratio of female employees in the target population (right scale)  
Notes 1. From April 2025, the target has been set as "equivalent to the ratio of female employees in the target population."  
2. The ratio of female managers in the fiscal year ended March 2025 is unchanged from the fiscal year ended March 2024, as the number of male managers also declined in the fiscal year ended March 2025, alongside female managers.  
3. Non-consolidated data

and the distinctive NRI value co-creation. In addition, starting in the fiscal year ended March 2024, we have implemented post-entry follow-up training aimed at fostering interaction between senior employees who joined mid-career and colleagues who joined at the same time, supporting the formation of communities and networking among mid-career employees. Additionally, the biannual networking event between mid-career hires and the president transitioned to an in-person format starting in the fiscal year ended March 2025. This has enabled participants to receive the president's messages and expectations directly, and the event has been highly rated by attendees.

The division that a mid-career hire joins also implements various on-boarding measures (an explanation of the business of the division, follow-up interviews, social networking within the division, and socializing events for interacting with the executives of that division) immediately after the employee enters the Company, according to the characteristics of that division.

Support for Balancing Work with Childbirth, Parenting, and Nursing Care

NRI is aiming to create a workplace that facilitates a balance between work and parenting for both men and women. In FY March 2023, we adopted a spouse pregnancy notification system for male employees, which explains the various systems regarding childcare that male employees can apply for, and recommendation for paternity leave. In addition, since understanding by supervisors is essential for employees to succeed while balancing work and parenting, we are engaging supervisors, not just the employees experiencing life events themselves. These efforts include three-way interviews involving pregnant female employees or employees whose partners are pregnant, their supervisors, and Diversity Promotion personnel, as well as work-childcare balance training sessions attended by employees returning from childcare leave together with their supervisors.

As part of further enhancements to work-life balance support programs, in April 2024, we introduced a new discretionary labor system within prescribed working hours, in addition to existing programs such as shortened working hours and overtime exemption or restricted duty programs. Under this new system, deemed working hours are capped at the prescribed 7.5 hours per day, and it is most commonly used by employees who require time-based flexibility for childcare. This allows employees with time constraints to continue working in a performance-based manner.

Employees who need to balance work with caregiving responsibilities are also eligible to use the same shortened working hours and restricted duty programs available to employees with childcare needs. We also provide information and guidance to employees before they are faced with caregiving responsibilities.

Promoting Workplace Participation by Persons with Disabilities

At NRI Mirai, Ltd., a special subsidiary\* of NRI, employees with various disabilities perform a wide range of work such as setting up meeting rooms, supporting training, collecting/delivering in-house mail, managing miscellaneous goods, providing massage services for employees, and operating cafes in each office.

Since the fiscal year ended March 2023, the scope of activities has expanded to include support work in the NRI Group's business domains, such as administrative tasks and PC setup, contributing to each business division.

NRI Mirai is also aiming to create an environment in which everyone can work comfortably and in which diverse employees can thrive. It has been holding NRI Mirai Tours and Five Senses Workshops for the NRI Group. In November 2024, ahead of its 10th anniversary, NRI Mirai hosted a forum titled The Future of NRI, as Envisioned with NRI Mirai. The event included a business introduction video produced by NRI Mirai employees and a panel discussion on the future of the NRI Group. It served as a platform to experience the synergy across the Group. It leads the promotion of D&I throughout the entire Group by sharing expertise on achieving diversity and creating an inclusive environment.

Moreover, NRI conducts fixed-point surveys on the employment of persons with disabilities and management issues and trends at special subsidiaries, and discloses the results publicly to promote the expansion of employment opportunities for persons with disabilities across society.

As of June 2025, 258 disabled persons were employed at NRI and its Group companies (an employment ratio of 2.79%).

\* This refers to a subsidiary that gives special consideration to promoting the employment of persons with disabilities, and in doing so meets certain requirements. Obtaining certification from the central government allows persons with disabilities employed by this type of subsidiary to be deemed as being employed by the parent company.

Efforts for Supporting LGBTQ and Other Sexual Minorities

As part of our efforts to support LGBTQ and other sexual minorities, we offer e-learning programs aimed at promoting understanding, which are available to all employees. In addition, to foster a workplace environment where everyone can thrive, we have made improvements to office facilities—for example, by installing sanitary boxes in men's restrooms during the fiscal year ended March 2025.



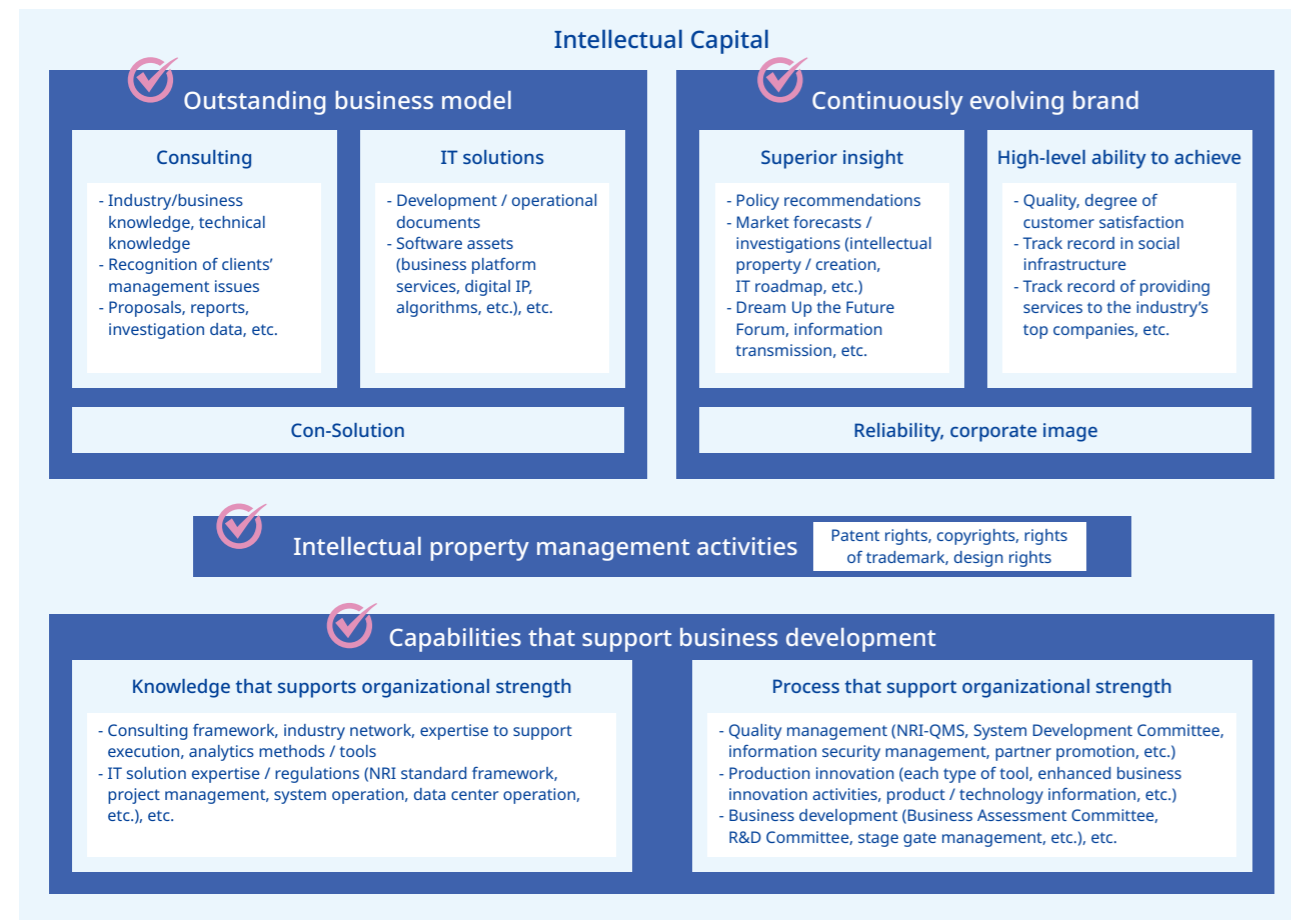
Five Senses Workshop simulating visual impairment

# Accumulate Intellectual Capital

Through Continuously Evolving Our Outstanding Business Model

Intellectual capital is the source of our competitiveness and an important element that clearly differentiates us from other companies.

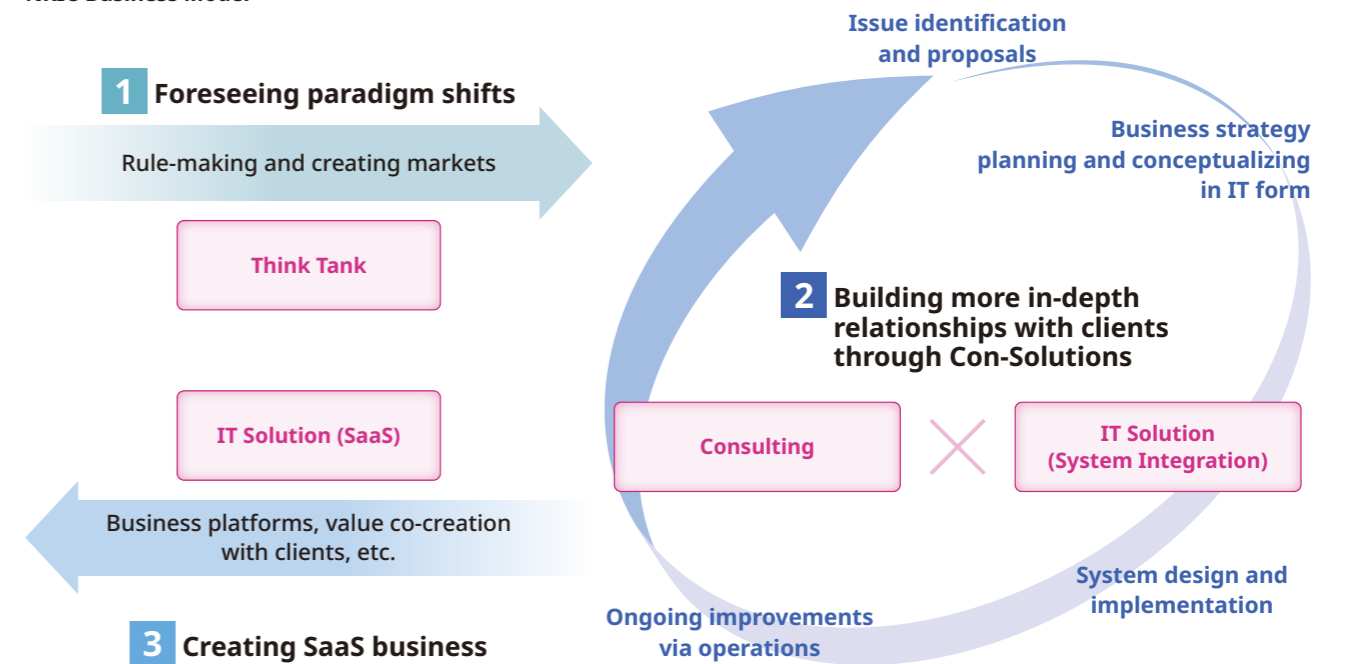
NRI has grown by sustaining long-term relationships with its clients and providing services with high value added through the management of intellectual capital. We will create and accumulate intellectual capital that channels individual knowledge into unrivaled organizational strength that is inherited across generations.



## Outstanding Business Model

NRI's business model consists of using our think tank functions as a starting point for approaching clients. We then deepen relationships with clients through Con-Solution, in which both our consulting and IT solutions teams run side-by-side with clients and repeatedly test hypotheses to increase value. Furthermore, by leveraging the trust we have built with clients and our accumulated know-how, NRI has achieved a highly sustainable business structure and is generating stable earnings by creating service-oriented businesses such as business platforms and customer co-creation. In addition, by continuously enhancing the added value of our software assets that support ongoing businesses, we are achieving a competitive advantage.

## NRI's Business Model



### Business Platform Services

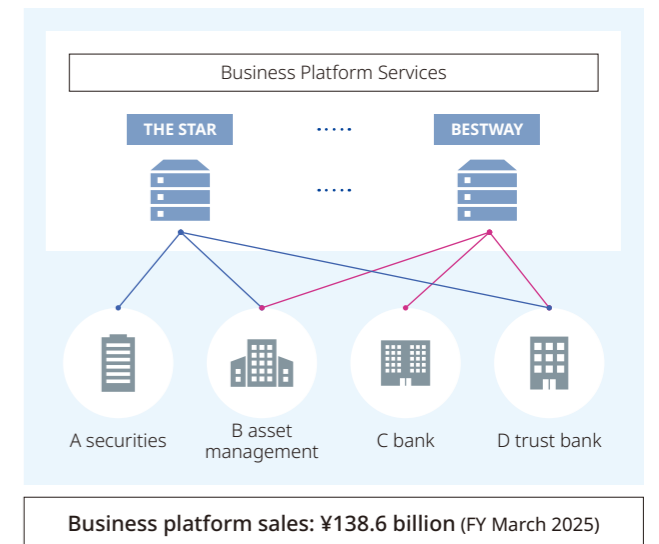
One of the service-oriented business models that NRI aspires to is the business platform (BPF).

NRI has long addressed the needs of clients in the financial industry by delivering innovative solutions. The expertise accumulated through these efforts has culminated in the Business Platform Services.

These services are provided in a SaaS format, in which NRI develops software based on the technologies and expertise cultivated through the development of customized systems for individual clients, after standardizing business operations. Leveraging its deep understanding of relevant regulations and systems, NRI's strength lies in its ability to provide end-to-end services—from consulting and IT services to BPO.

While the Business Platform Services originated in the financial sector, they are now being expanded into non-financial sectors.

The increase in the number of companies utilizing these services contributes not only to business expansion but also to the stabilization of our revenue structure.



Major Business Platform Services


|   |   |   |   |
|---|---|---|---|
|  <p><b>THE STAR</b><br/>Back-office solution for retail brokerage firms</p>  | <p>Launched in 1974</p> <p>83 firms</p>   |  <p><b>Value Direct</b><br/>Online banking system</p>  | <p>Launched in 2012</p> <p>22 firms</p>   |
|  <p><b>I-STAR</b><br/>Back-office solution for wholesale brokerage firms</p>   | <p>Launched in 1987</p> <p>30 firms</p>   |  <p><b>e-BANGO</b><br/>My Number management service</p>  | <p>Launched in 2015</p> <p>No. of My Number stored<br/>Approximately 48 million cases</p> |
|  <p><b>T-STAR</b><br/>Back-office solution for asset management firms</p>  | <p>Launched in 1993</p> <p>83 firms</p>   |  <p><b>e-NINSHO</b><br/>Identity verification solution<br/>* Source: Ministry of Internal Affairs and Communications' Private Companies Utilizing Japanese Public Key Infrastructure Services</p>  | <p>Launched in 2017</p> <p>478 firms*</p>   |
|  <p><b>BESTWAY</b><br/>Back-office solution for mutual fund sales at banks<br/>* Including life insurance firms, non-life insurance firms, and investment trust firms, etc.</p> | <p>Launched in 1997</p> <p>108 firms*</p> |  <p><b>e-PO box</b><br/>First private-sector cloud linked with Mynaportal<br/>* Source: National Tax Agency's Issuer Companies Utilizing Deduction Certificates, Etc., Linkable to Mynaportal</p> | <p>Launched in 2018</p> <p>103 firms*</p>   |

\* The number of firms and cases are as of the end of March 2025.

Recently Launched Business Platform Services

**NRI BaaS/CORE**  
**Banking System Solution**


NRI BaaS/CORE is a lightweight cloud-based banking service equipped with a system platform that enables financial institutions and other companies to offer financial services such as deposits, payments, and loans. By using this service, banks can accelerate digital transformation and embedded finance\*, delivering new value and convenience to society.



\* Embedded finance: When non-financial companies incorporate financial services into their existing offerings

**One-JIBAI**  
**Business Platform Services for Compulsory Automobile Liability Insurance and Mutual Aid Operations (Underwriting and Policy Administration)**

One-JIBAI is a business platform service for underwriting and policy administration in accordance with the compulsory automobile liability insurance system. The service promotes standardization of compulsory automobile liability insurance and mutual aid operations for non-life insurance companies and mutual aid associations, while also reducing system costs through shared use.



 **Continuously Evolving Brand**

Considering Japan's first private think tank as one of its origins, NRI has strength in social recommendations and communication of information based on consumer trend investigations and forecasts of the future. As a group of experts gaining insights into future society, the Center for Strategic Management & Innovation offers proposals that

contribute to improving the competitiveness of Japan and solving social issues, and implements measures toward doing so. We observe society and industry from a unique and excellent perspective, and release the results broadly to society through publications, forums, and the media. We have garnered high praise and trust and enhanced the NRI brand through these activities.

► **Future Forecasts and Social Recommendations**

Ever since its founding, NRI has continued activities as a think tank, such as the provision of future forecasts and social recommendations. We carry out investigative research in industry fields such as finance, distribution, and IT; surveys of consumer trends, and future forecasts. The results are widely communicated to society through the publication of books, symposiums, magazines, newspapers, television, and other mass media.

A great number of such results have been picked up by various media and book reviews, and have been highly recognized by various quarters. We believe that such activities are contributing greatly to the enhancement of NRI's corporate brand image.



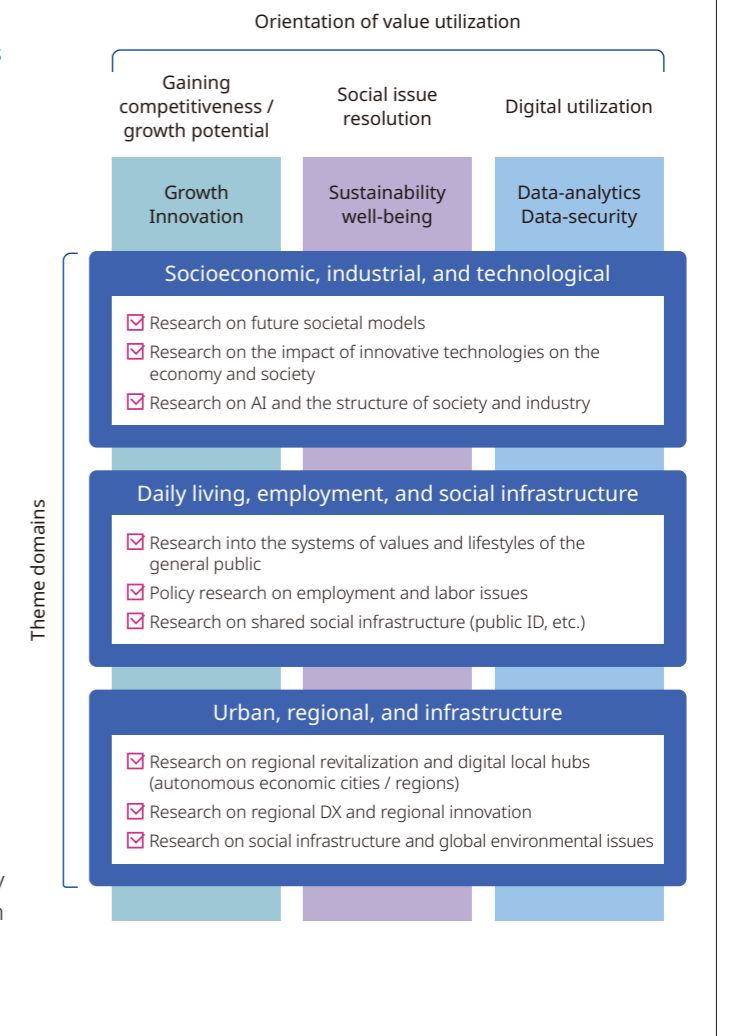
**Challenges of a Group of Experts Who Envision Future Society and Propose Solutions to Social Issues**

Leading NRI's think tank functions, the Center for Strategic Management & Innovation aims to be a future-oriented think tank by envisioning the future society shaped by AI and technology while presenting and disseminating evidence-based and scientifically grounded prescriptions for the social and economic issues faced by an increasingly uncertain world, including Japan.

Members who possess a high level of expertise in different areas, including society, the economy, daily living, and cities, propose a variety of measures to improve Japan's competitiveness and resolve social issues while painting a picture of society's future. In addition, we collaborate with various entities both domestically and internationally to actively engage in practical problem-solving.

**Increased Presence Through Communication of Accumulated Intellectual Property**

We widely disseminate the outcomes of our independent research and studies in various fields related to society and the economy through books, reports, and various media, thereby enhancing the credibility of our analytical and advisory capabilities and further increasing our presence as a think tank. Moving forward, we will continue to comprehensively understand social trends, flexibly adjust our research areas, and advance research and analysis by effectively utilizing the intellectual assets we have already cultivated.



 **Intellectual Property Management Activities**

In order to maintain and expand intellectual capital and increase the competitive advantage of the NRI Group, our Intellectual Property Department promotes strategic and ongoing activities. Using IP landscaping\* and other techniques, we partner closely with related divisions and strive to protect and utilize intellectual property rights that contribute to the business model and formation of the brand.

\* A technique used to understand the business environment using intellectual property trends as the pivot point and utilize that knowledge in the formulation of strategy

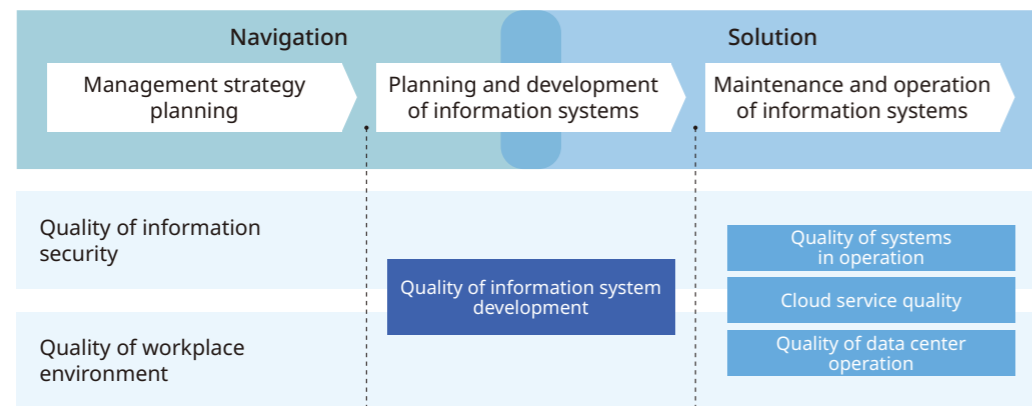
## Capabilities That Support Business Development

The capability of NRI originates from both intelligence and the processes that generate it. Knowledge comprises various consulting frameworks and various types of IT expertise, and rules. Processes that generate and circulate this knowledge include quality control processes such as system development meetings, production innovation methodology such as that for making software development more efficient, and business development activities such as research and development for forming future intellectual capital. These capabilities support outstanding business models and a continuously evolving brand.

### ► NRI's Quality Management

As a provider of system development, operations, and consulting services, NRI has embedded in its DNA a commitment to quality and a forward-looking spirit of continuous transformation. Since its founding, NRI has made relentless efforts to improve quality. We recognize the great responsibility involved in supporting information systems as part of the social infrastructure, and we are committed to enhancing the quality of our services.

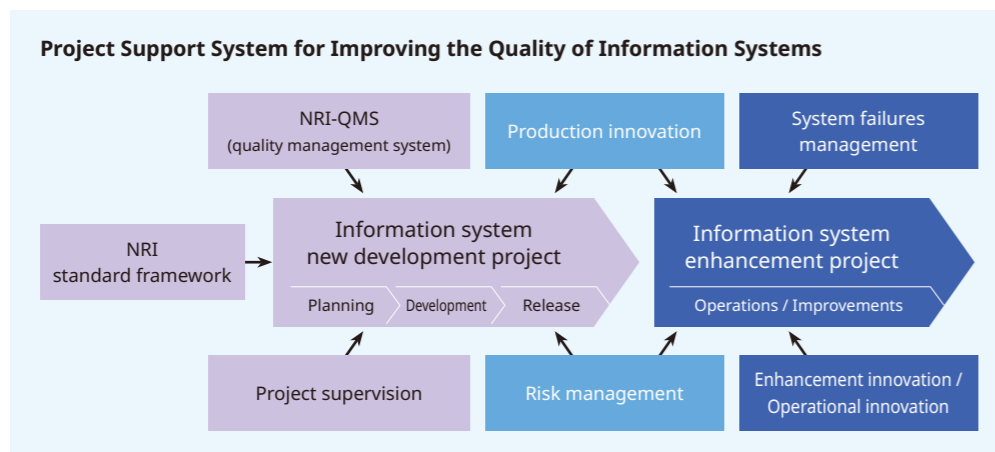
#### NRI's Quality Management Framework



### Quality of Information System Development

Each division is responsible for quality management of system development, maintenance and operations, and consulting services projects. In addition, NRI has an organization that proposes and supports quality management activities for each division.

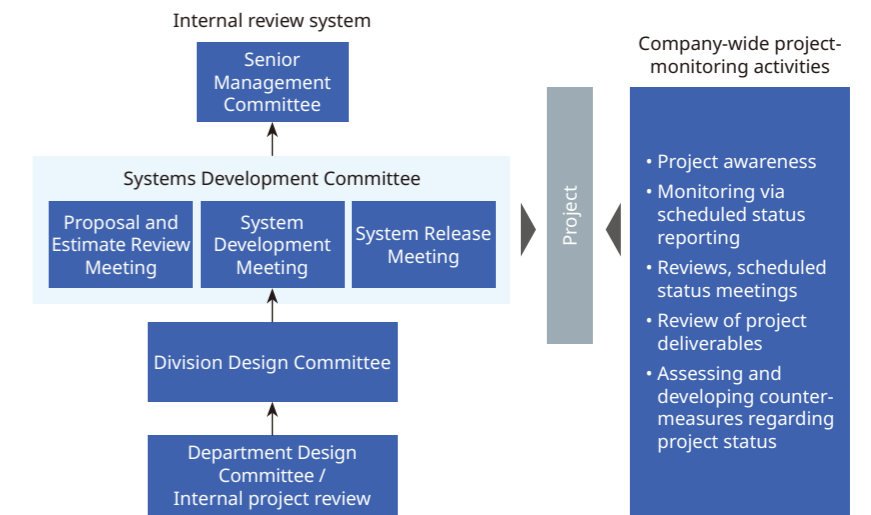
Moreover, work is underway to post all of the knowledge gathered at NRI on its internal website in order to share expertise and examples across the entire Company.



### ► Project Supervision Activities to Support the Quality of Information System Development

At NRI, in addition to the management that supports the execution and success of each project, we promote project supervision activities aimed at improving quality. These activities are conducted through collaboration between the Project Supervision Department and each business division, and are designed to support the early detection and resolution of issues. The mission of NRI's project supervision organization is not simply to monitor management conditions, but to promote the continuous improvement of project quality. In internal reviews (Systems Development Committee), committee members from each division conduct not only process checks, but also rigorous evaluations of system content to help ensure high quality.

#### Project Supervision Activities



### Systems Development Committee—Supporting NRI's High Quality

The first Systems Development Committee meeting was held in 1987, and the 3,000th meeting took place in January 2024. These meetings are conducted under the direct supervision of the president as part of NRI's project supervision activities. They aim to bring together knowledge from across the Company to build better systems and to mitigate risks related to system development overall. Committee members are selected from each division, primarily from among NRI-certified personnel, and the Project Supervision Department appoints reviewers according to the status of each project. Reviews and risk assessments are conducted from a third-party perspective, and efforts are made to mitigate risks in collaboration with development teams.



The Systems Development Committee serves as a valuable opportunity for receiving feedback and advice for successful project execution, thereby helping to further improve project quality. The collective expertise of NRI's project activities is concentrated in these meetings, and feedback from the meetings is used to raise the overall level of project management across the Company. Furthermore, when prospective project managers (PMs) of large-scale projects attend the meetings as observers, the meetings serve as important opportunities for developing the next generation of project managers.

In recent years, project environments have changed due to the ever more number of large-scale, short-term, or agile development projects in addition to traditional waterfall-type development. NRI will continue to evolve the Systems Development Committee to adapt to ever more diverse development and project management methods, while maintaining and improving its high standard of quality.



Become PMs / PMO\* / project administrators through experience as reviewers and attendance

\* Project management office. At NRI, there are many cases in which former PMs enter the PMO and provide indirect support for new PMs.

Emphasis on Quality of Systems in Operation

Operating and maintaining completed information systems of a high quality not only builds solid relationships with clients but also provides opportunities to improve and propose new solutions for the streamlining and further growth of clients' businesses. For this reason, NRI refers to operations and maintenance projects as enhancement projects, which are assigned the same level of importance as projects to develop new information systems.

► Enhancement at NRI

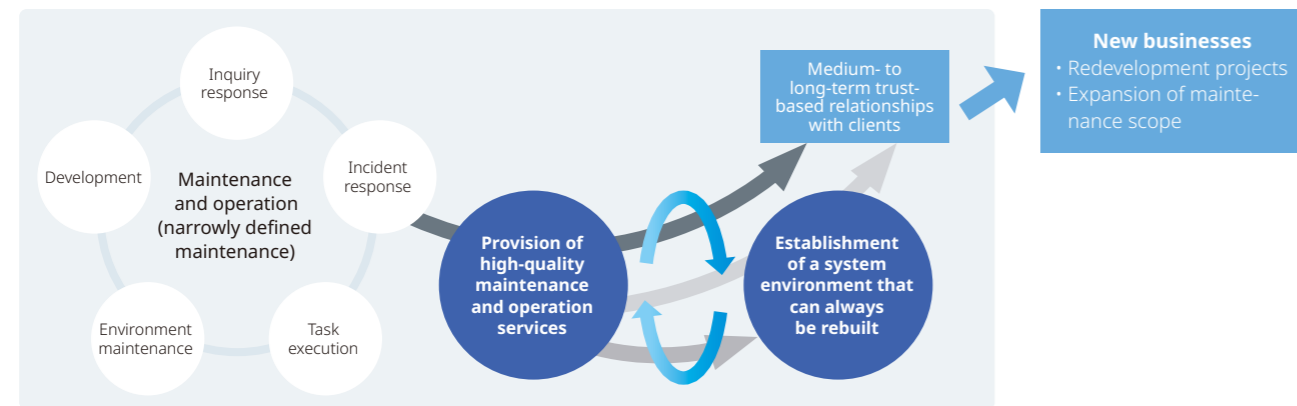
NRI supports clients' businesses throughout the entire system lifecycle—from the time the system begins operation until it is decommissioned. By improving and expanding functionality according to business changes, system revisions, and technological progress, we are able to support the business of our clients over a longer period.

NRI uses the term "enhance" to refer to maintenance work performed after a system begins operation. This term reflects not only the provision of high-quality maintenance and operation services (narrowly defined maintenance), but also NRI's ongoing efforts to maintain a system environment that can always be rebuilt. The synergy of these two initiatives creates a virtuous cycle, enabling the establishment of medium- to long-term trust-based relationships with clients. These relationships serve as the foundation for new business opportunities, such as redevelopment projects and the expansion of the scope of maintenance. In this way, "enhance" expresses our commitment to continuously increasing the value delivered to clients by maintaining system stability while supporting their business growth through functional expansion.

To promote this approach company-wide, we continue to conduct system-specific improvement initiatives each year under the slogan "Enhance Business Innovation." By sharing best practices, implementing award systems, and collaborating with business partners, we are energizing these initiatives. In recent years, these efforts have also led to new challenges, such as the use of AI, and have contributed to fostering a culture of productivity innovation.

At NRI, employees and business partners engaged in enhancement account for approximately 65% of all personnel involved in system development and operations. Enhancement also accounts for a large share of revenue and supports NRI's stable business foundation as a highly sustainable business domain. For this reason, we position enhancement as a core business, and we view improving its quality and productivity as critically important.

NRI's Enhancement



Productivity Innovation Initiatives

At NRI, we are undertaking company-wide productivity innovation initiatives to improve the productivity and quality of the enhance business. At the center of these efforts is the Production Innovation Forum, which is held annually. The forum promotes innovation by sharing and recognizing improvement case studies that utilize advanced technologies such as AI and diverse forms of internal knowledge. These efforts help inspire employees to take on new challenges and establish a sustainable foundation for enhancement. The insights gained from these activities are applied not only to the enhancement of business but also to the development of new systems and the modernization of existing systems. In doing so, they accelerate fundamental productivity innovation across the entire system lifecycle.

As a leader in the IT services industry, we are committed to the continuous pursuit of improvement, fostering a corporate culture that embraces new challenges, and continuing to deliver high-quality systems.



Cloud Service Quality That Supports Social Infrastructure

Cloud services communally used by large numbers of users serve the function of supporting social infrastructure. These services must be operated safely and securely. NRI sets standards internally based on guidelines issued by relevant agencies, performs risk assessments on a regular basis, and takes the appropriate measures. We also have independent organizations perform regular audits and evaluations of the operations of these services and initiatives for improving, and facilitate improvement processes to ensure that they remain highly regulated with good security.

Quality of Data Center Management That Supports Stable Operations

The quality of data center operations that manage and operate information systems is just as essential as the quality of the systems themselves in ensuring stable operations.

At NRI's data centers, various systems developed and built by NRI—including business platforms such as THE STAR—are in operation. To ensure stable system operations and provide safe and secure services, NRI regularly conducts activities such as visualizing risks related to data center services, performing drills that simulate various types of failures, and inspecting facilities in an integrated manner. These initiatives are backed by certifications and assurances from third-party organizations.

Data Centers

Tokyo



Tokyo Data Center I

Completion: 2012  
Total floor area: 38,820m<sup>2</sup>  
Reception capacity: 40,000KVA



Yokohama Data Center II

Completion: 2007  
Total floor area: 15,888m<sup>2</sup>  
Reception capacity: 15,000KVA

Osaka



Osaka Data Center II

Completion: 2016  
Total floor area: 18,360m<sup>2</sup>  
Reception capacity: 7,500KVA

Inspection and training results for the fiscal year ended March 2025



Integrated inspections to prevent incidents  
3 times



Regular inspections to ensure stable operations and preventive maintenance  
Individual facility inspections  
Approx. 250 times



Large-scale failure response drills to minimize the impact of incidents  
5 times



On-site drills to ensure smooth response to various potential risk events  
Approx. 2,300 times

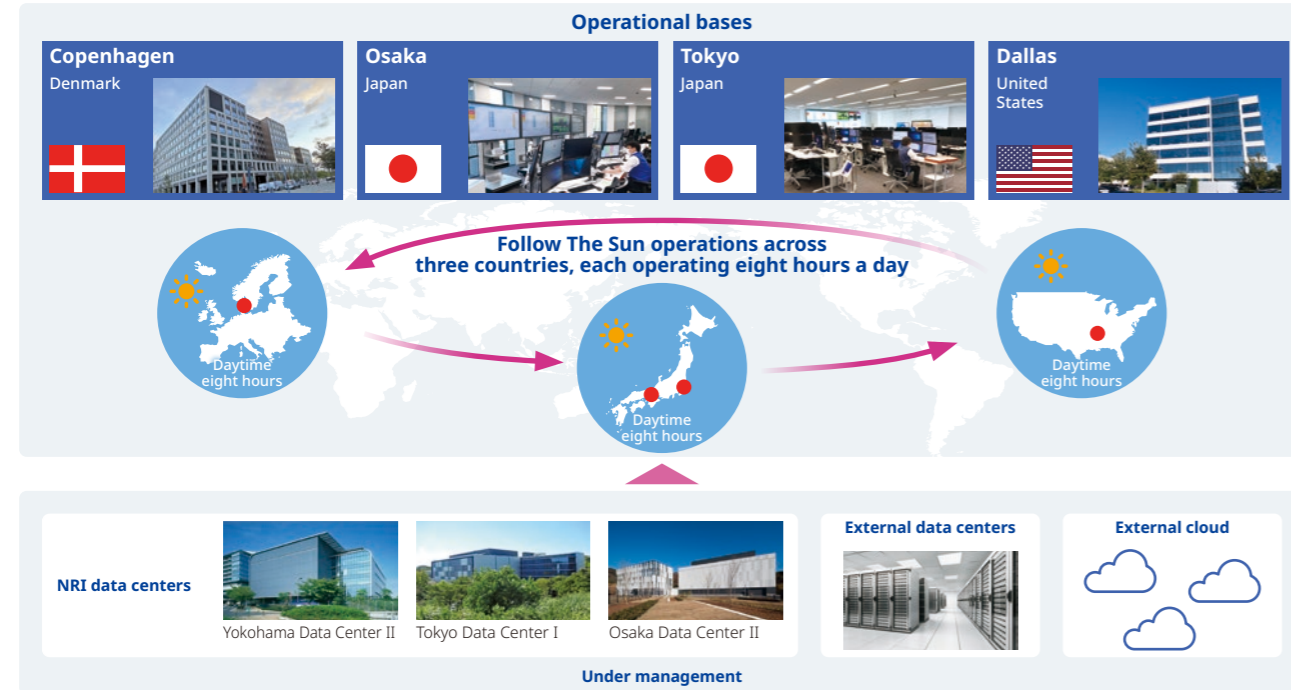
Examples of Certifications and Assurances Acquired by NRI

- ISO9001 (Quality management system)
- ISO14001 (Environmental management system)
- ISO20000 (IT service management)
- ISO27001 (Information security management system)
- ISO27017 (Cloud services security)
- SOC 1 / SOC 2 Report (Internal control assurance report)
- Uptime Institute M&O (Global certification standard for data center management prescribed by Uptime Institute)



► Global Operational Monitoring

At NRI, we monitor and operate clients' systems running across various data centers and cloud platforms from our operational bases known as Cloud Control Centers. To address a range of risks such as large-scale system failures and pandemics, these centers are geographically distributed across Japan, the United States, and Denmark. As part of work-style reforms, we have also created a sustainable work environment that does not rely on long working hours or night shifts. By operating these centers in coordination under a Follow The Sun model, NRI delivers global operational monitoring around the clock.



Quality of Information Security

NRI operates important infrastructure that supports society including finance and distribution. We have established an advanced information security framework to continue service and protect important information at all times, and through that framework, we work to remain a trusted partner to our clients and society.

► Policies Relating to Information Security

NRI and its Group companies have declared that the NRI Group shall observe all applicable laws and ordinances and shall fully recognize the roles that companies offering information services should play. The NRI Group has established a framework of advanced information security management that can serve as a social model to enable its companies to continue to be worthy of client and public trust.

Declaration of Information Security Measures  
[https://www.nri.com/en/site/security\\_declare](https://www.nri.com/en/site/security_declare)

► Related Rules Concerning Information Security

In response to laws and regulations related to information security and the advancement of information technologies, we establish or revise management rules as appropriate, including the Information Security Management Rules, Confidential Information Management Rules, Personal Information Management Rules, Specific Personal Information Management Rules, and Information Asset Management Rules.

In addition, we have prepared operating procedures, guidelines, manuals, etc., for each of these management rules to ensure that consistent and effective information security management is conducted.

► Information Security Management Structure

NRI has appointed a chief information security officer, who has developed a system of information security management for our organization as a whole. All business divisions and Group companies have appointed an information security manager and information security person-in-charge (PIC), who have developed a mesh structure that allows security measures to be undertaken on a cross-organizational basis. As well as furthering the implementation of our information security policies, this structure will enable us to respond swiftly, accurately, and reliably in the event of cyberattacks and other security emergencies.

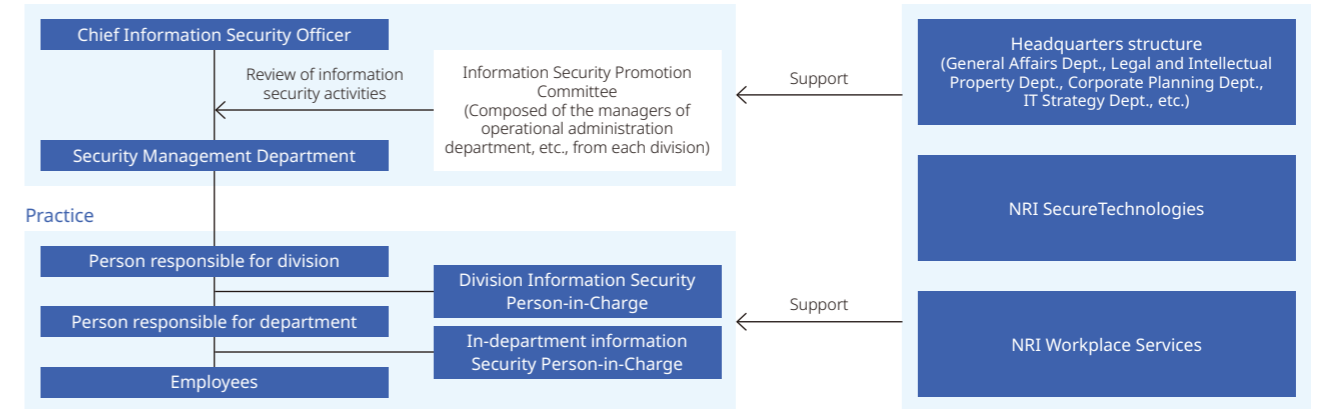
The NRI Group contains specialist organizations that conduct surveys and research of the latest information technologies, as well as NRI SecureTechnologies, Ltd. (hereinafter, NRI Secure), that engages exclusively in information

security business. We will draw on their technology, know-how, and knowledge when preparing and implementing our information security policies.

We have appointed an information security manager and an information security PIC at each of our overseas and domestic Group companies, who are directing the development of an effective information security system and the drafting of an information security enhancement plan at their companies. In addition, the NRI Group has set certain information security protection standards and engages in improvement drives designed to meet those standards.

Information Security Management Structure

Planning and Implementation



► Education on Information Security

To raise awareness of information security, ensure familiarity with internal regulations, and improve security quality at the design and development stages, NRI continuously provides information security training to all employees (including temporary staff) through both group training and active use of e-learning programs. We also provide tailored training to specific business divisions and Group companies based on their characteristics. Training for overseas offices is offered in English and Chinese to ensure accessibility. In addition, our Rulebook, which outlines important rules that all executives and employees must follow, includes provisions related to information security. Through these efforts, we are working to ensure a thorough understanding of the fundamentals of information management and cybersecurity.

► NRI's Handling of Personal Data (Including Individual Numbers)

NRI has a Personal Data Protection Statement, and it has made its Privacy Policy available to the public. In accordance with the statement and policy, our employees comply with the Act on the Protection of Personal Information Held by Administrative Organs; the Act on the Use of Numbers to Identify a Specific Individual in Administrative Procedures (the My Number Act); and other relevant laws and regulations.

NRI demonstrates flexibility in its responses to changes demanded by the public, such as keeping abreast of rules and guidelines on the protection of personal information issued by regulatory authorities of the Personal Information Protection Commission. NRI has established internal rules for the management of personal information. In the event that an executive or employee violates these rules, the Company will respond in accordance with internal regulations, including the possibility of disciplinary action.

Personal Data Protection Statement  
<https://www.nri.com/en/site/security>

Privacy Policy  
<https://www.nri.com/en/site/privacy>

► Response to Cyberattacks

NRI uses system-based defenses against cyberattacks, such as installing antivirus (e.g., malware<sup>\*1</sup>) software and EDR<sup>\*2</sup>, data encryption, and installing different security measures (such as firewalls, WAF<sup>\*3</sup>, and network behavior analysis technology<sup>\*4</sup>). However, NRI is well aware that system responses alone are not enough for defense and has therefore put in place a Computer Security Incident Response Team (CSIRT)<sup>\*5</sup>.

A CSIRT acts like a fire extinguisher, denying further success to any attack that does in fact strike a system. It collects, evaluates, and shares vulnerability and attack information, and functions as an organized, swift, and appropriate measure.

We also provide continuous education and training, including drills for responding to cyber incidents that assume a cyberattack on a system and practical training for handling targeted attack e-mail.

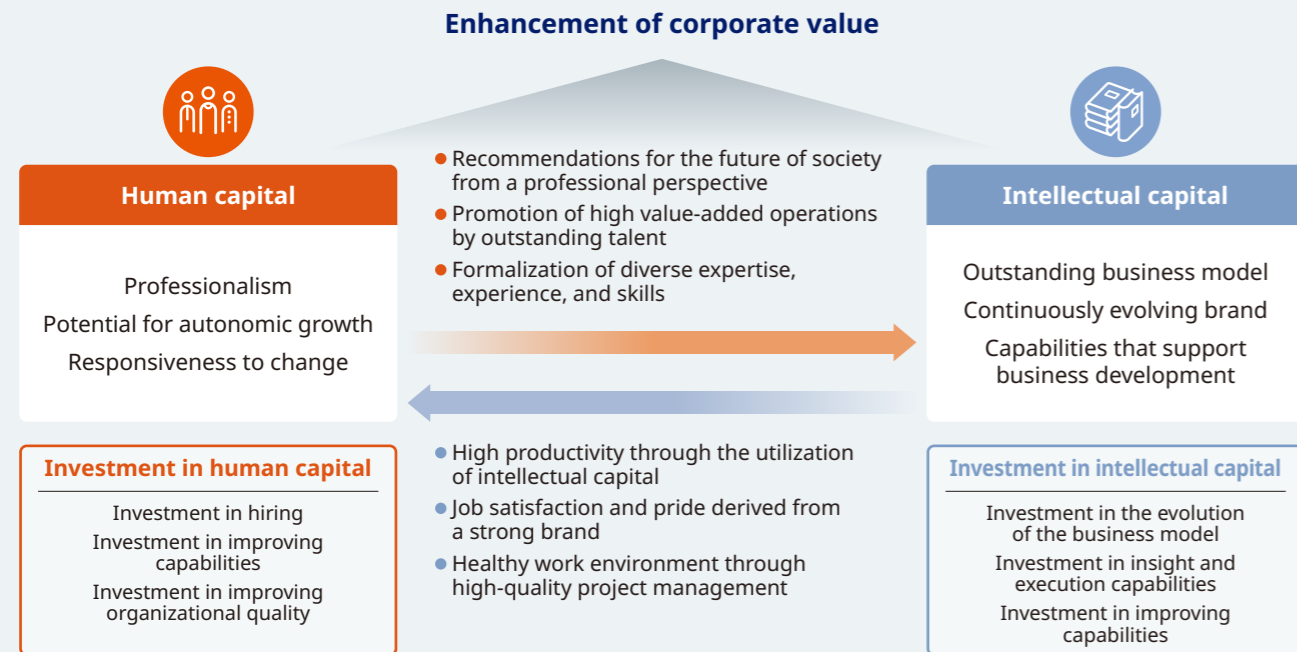
\*1 Malware: A general term for malicious software that infects computers, automatically executing remote operations such as spam distribution and information theft  
 \*2 A solution that detects suspicious behavior on computers and servers (end points) and supports prompt response  
 \*3 Web Application Firewall: System for detecting or providing protection against attacks that take advantage of the vulnerabilities of web applications  
 \*4 Malware used in a phishing attack is often produced to target a specific company alone, which means general antivirus software may not be able to detect and eliminate the attack. NBA technology works by running software suspected of being malware in a highly restricted environment called a "sandbox." Checks are then made to see whether the software is engaging in behavior such as information exploitation or preparatory activity to that end, and if it is, it is eliminated.  
 \*5 Computer Security Incident Response Team: This is the entity (a team) that takes the appropriate action when it receives notice of a computer security incident. Alternatively, CSIRT refers to the functions of that entity.

# Analysis of the Impact of Investment in Human Capital and Intellectual Capital

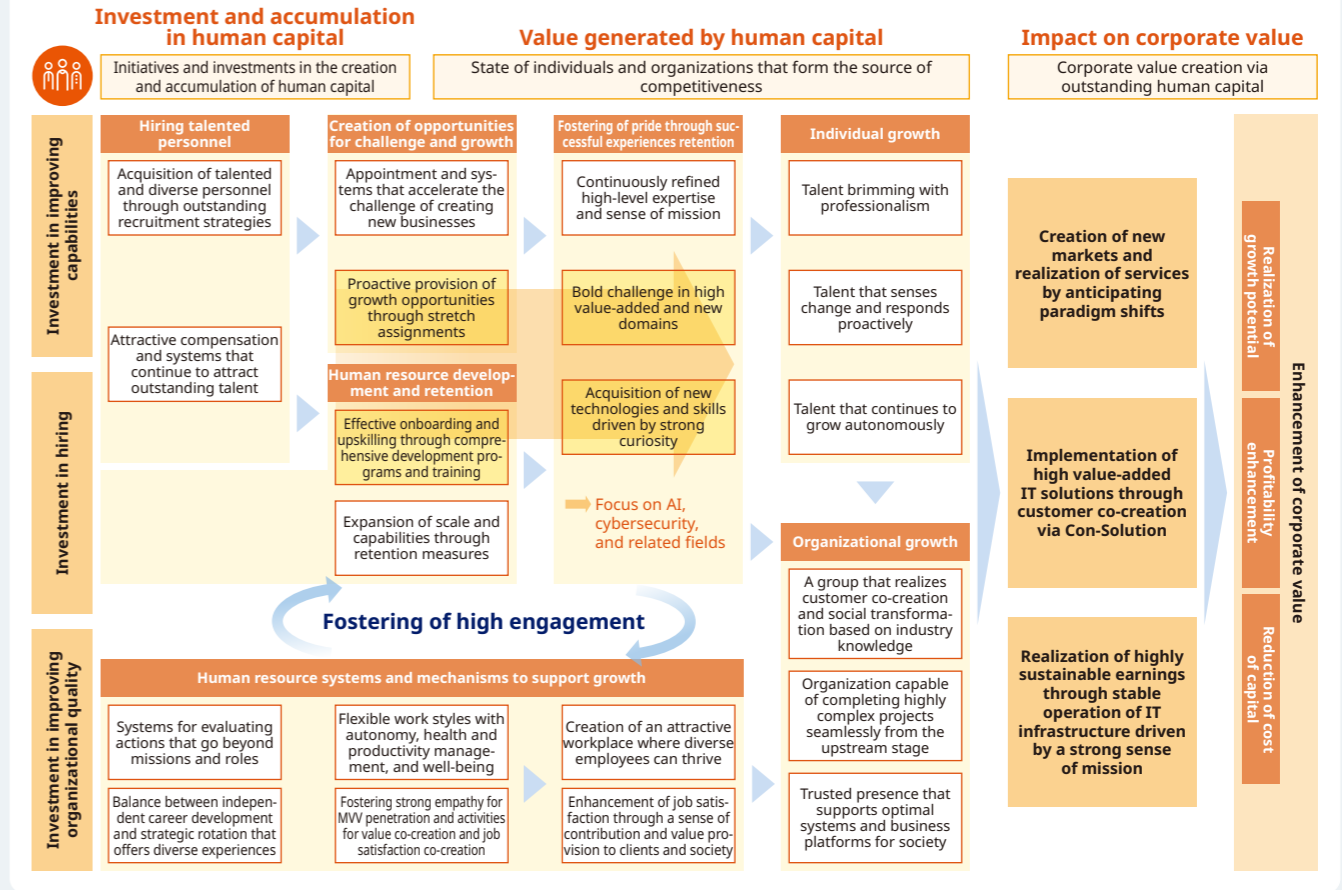
At NRI, we believe that human capital and intellectual capital mutually reinforce each other and contribute to the enhancement of corporate value.

To help stakeholders clearly understand the role of human and intellectual capital in our business, we visualized the process by which investment in these forms of capital leads to the creation of corporate value (see diagram at right). This analysis focuses on the path through which human and intellectual capital generate financial value for NRI.

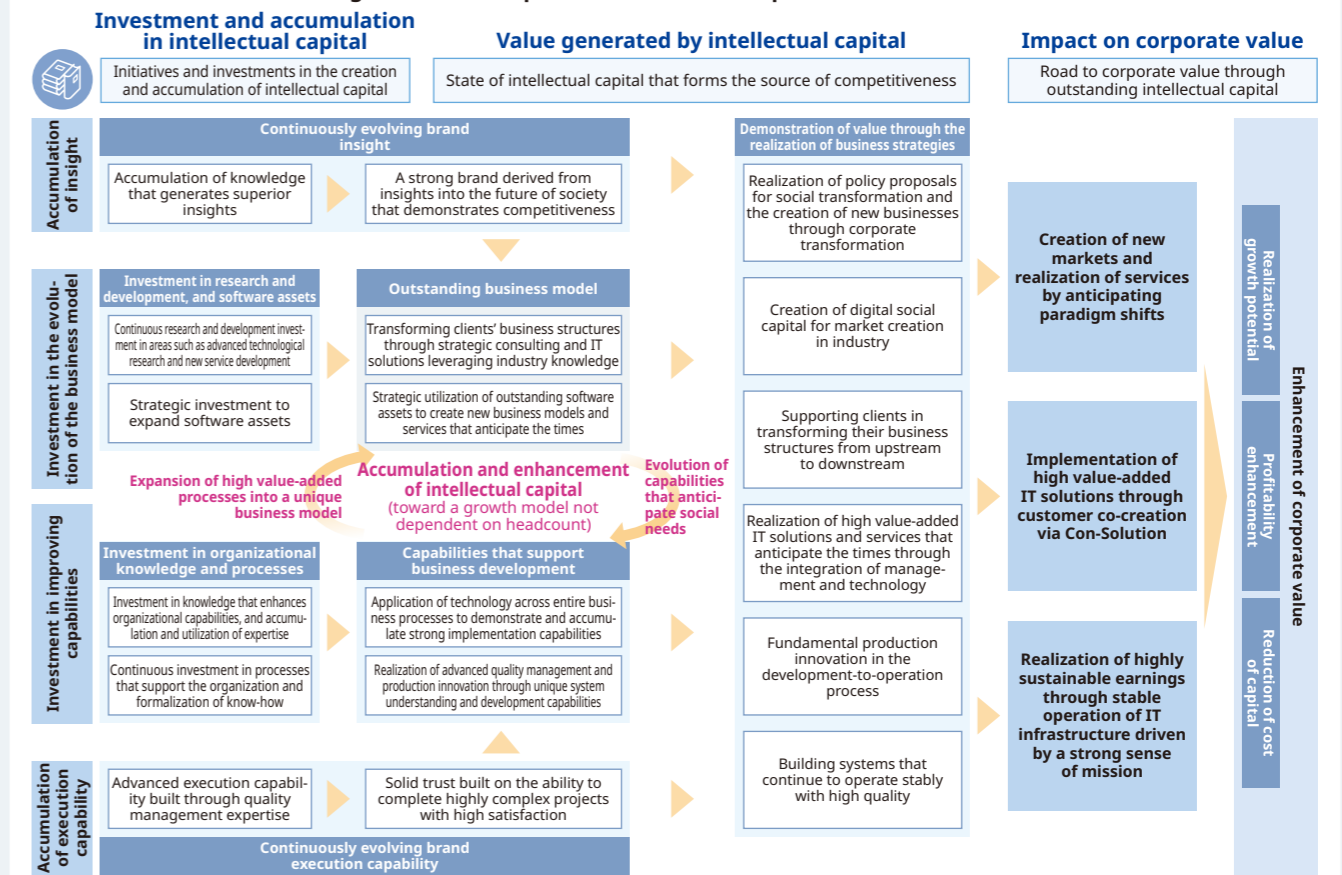
## Relationship between Human Capital and Intellectual Capital at NRI



## Creation of the Process Linking Human Capital Investment to Corporate Value



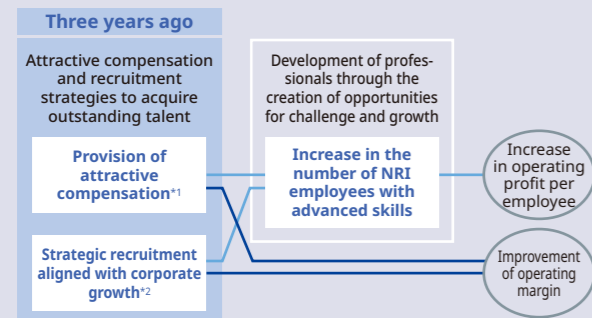
## Creation of the Process Linking Intellectual Capital Investment to Corporate Value



## Reference: Relationship between Human Capital / Intellectual Capital and Financial Indicators (Quantitative analysis)

To verify the connections shown in the NRI model on the right, NRI conducted a quantitative analysis based on various data from both the Company and the IT solutions industry. As a result, we found that there are significant correlations among the data shown in the figure below.

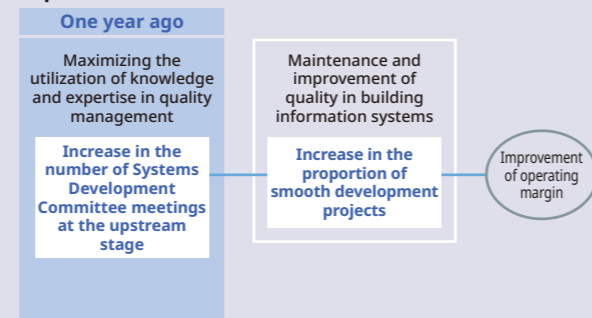
### Relationship between human capital and financial indicators



\*1 Average annual salary of each company as disclosed in the Annual Securities Report  
 \*2 Annual number of hires per employee scale of each company

The "attractive compensation and recruitment strategies to acquire outstanding talent" implemented three years ago have led to the "development of professionals." It is inferred that the professionals thus developed at NRI have enhanced profitability by generating high value-added business.

### Relationship between intellectual capital and financial indicators



A positive correlation has been confirmed between the "increase in the number of Systems Development Committee meetings at the upstream stage" one year ago and the "increase in the proportion of smooth development projects." Initiatives toward the "maintenance and improvement of quality in building information systems" are also considered to contribute to the Company's future financial value.



# Contribute to Global Environment

## Through Collaboration with Business Partners

NRI recognizes that the preservation and restoration of the global environment, including addressing climate change, is a shared global issue. As a company that provides consulting and IT solution services, we are committed to tackling this issue by leveraging our insights and ability to achieve. We will collaborate with all stakeholders and contribute to the creation of a sustainable future society.

### Efforts to Address Climate Change and Conserve Natural Resources (TCFD/TNFD)

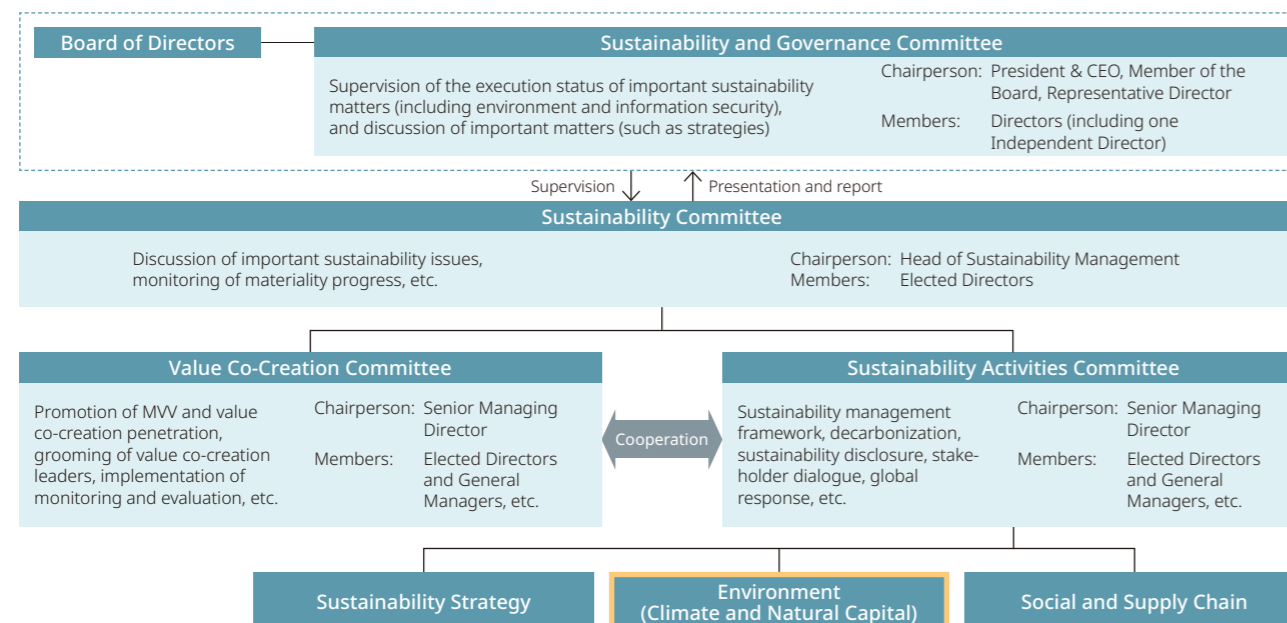
NRI recognizes that the serious risks to society and the economy posed by the worsening of climate change and the degradation of ecosystems are directly linked to the sustainability of corporate activities, and that NRI is no exception in facing these important issues. It is essential to promote initiatives to respond to climate change and to conserve natural resources in an integrated manner. While appropriately understanding the impacts of these issues, NRI discloses its initiatives based on the TCFD and TNFD frameworks.

#### ► Governance

NRI positions sustainability as an important management issue. In addition to considering sustainability in the structure and supervision of our Board of Directors and the appointment of directors with knowledge about sustainability, the Board of Directors has decided on a Basic Sustainability Policy (including materiality). We have also established the Sustainability Committee, which is headed by the director in charge of promoting sustainability management. Furthermore, the Board of Directors has established the Sustainability and Governance Committee, composed solely of directors. Oversight of initiatives addressing management issues related to sustainability is conducted by the Board of Directors and the Sustainability Governance Committee.

Furthermore, under the supervision of the Board of Directors, a Sustainability Committee, chaired by a director in charge of promoting sustainability management, has been established. The Sustainability Committee deliberates on important matters related to sustainability, including associated risks and opportunities. There are subcommittees under this committee, each chaired by a senior managing director. They are the Value Co-Creation Promotion Committee and the Sustainability Activities Committee, which promote group-wide sustainability and regularly report their progress to the Sustainability Committee and the Board of Directors.

#### Sustainability Governance System



#### Deliberation and Reporting on Climate Change and Natural Resources

The Sustainability Activities Committee, chaired and vice-chaired by senior managing directors, and composed of employees with climate-related expertise, has designated "Environment" as one of its key themes. The committee advances the consideration and implementation of climate-related measures, such as decarbonizing data centers and offices, reducing Scope3 emissions, and procuring renewable energy. It also considers issues related to the conservation and restoration of natural resources within this theme.

In addition, a system has been introduced that takes into account NRI's efforts toward achieving sustainability indicators, including reductions in greenhouse gas emissions, when determining stock-based compensation for directors, directors who are not Audit & Supervisory Committee members (excluding outside directors), senior managing directors, and other employees with officer status.

#### Key Deliberations and Reporting Items Related to Both Climate Change and Natural Capital in the Board of Directors (Fiscal Year Ended March 2025)

- Progress on greenhouse gas emissions reduction rate (Scope1+2) (quarterly)
- Medium- to long-term plans for procurement of renewable energy
- Initiatives to enhance disclosures based on TNFD

#### Key Deliberations and Reporting Items Related to Both Climate Change and Natural Capital in the Sustainability Committee (Fiscal Year Ended March 2025)

- Proposal for a mechanism for considering sustainability efforts (including climate change) in the stock-based compensation of executives
- Policy concerning external disclosure of information related to sustainability (including climate change)
- Subcommittees (Value Co-Creation Promotion Committee, Sustainability Activities Committee)

#### Key Deliberations and Reporting Items Related to Both Climate Change and Natural Capital in the Sustainability Activities Committee

|                              |   |
|------------------------------|---|
| Fiscal year ended March 2023 | Status of support for setting the environmental targets of business partners                            |
|                              | Status of consideration of setting 2050 net-zero targets (SBTi level), including Scope3                 |
|                              | Implementation of top-management dialogue with CDP  |
| Fiscal year ended March 2024 | Concept aimed at a higher level of renewable energy procurement   |
|                              | Status of support for setting the environmental targets of business partners                            |
|                              | Status of consideration of TCFD/TNFD scenario analysis throughout the Company                           |
| Fiscal year ended March 2025 | Status of promoting renewable energy procurement and energy-saving measures at data centers and offices |
|                              | Status of support for business partners' initiatives to reduce greenhouse gas emissions                 |
|                              | Consideration of enhancing disclosures related to natural resources, including water                    |

#### Formulation of Environmental Policies

To promote environmental management at NRI, we have established and disclosed our action policies for addressing environmental issues as the NRI Group's Environmental Policy and the NRI Group's Biodiversity Policy.

**NRI Group's Environmental Policy**  
<https://www.nri.com/en/sustainability/management/policy.html>

#### ► Strategy

NRI conducts scenario analyses to identify risks and opportunities related to climate change and natural resources, as well as their financial impact on NRI (TCFD scenario analysis, TNFD scenario analysis).

Identification of Risks and Opportunities from Climate Change (TCFD Scenario Analysis)

Anticipated Scenario

In the scenario analysis, two types of scenarios were considered: the regulation and measures enhancement scenario (referred to as the “1.5°C scenario” as described later) and the current scenario (referred to as the “4°C scenario” as described later).

Reference Scenarios and Anticipated Contents

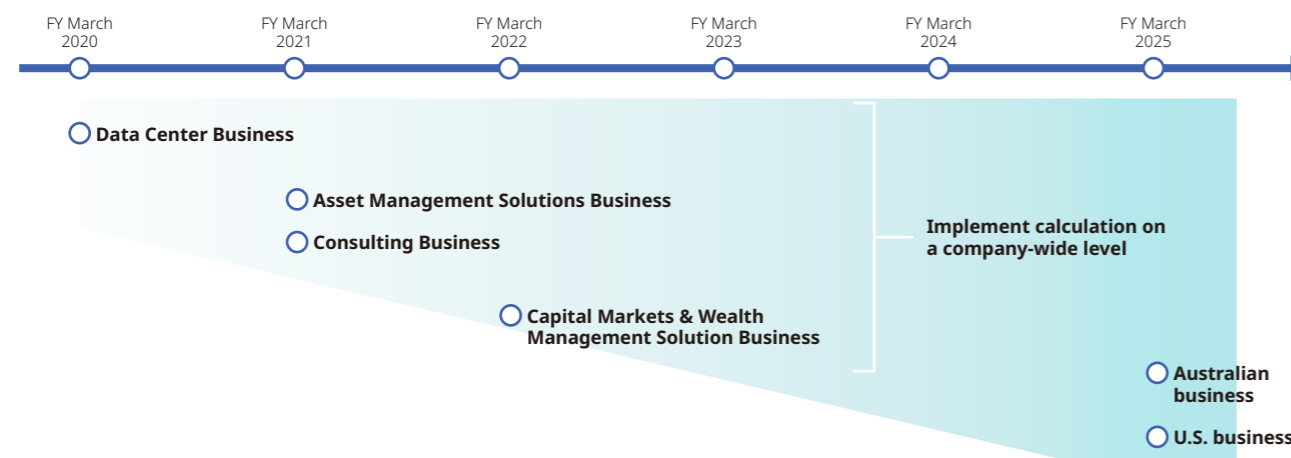
|                      | 1.5°C scenario<br>(Regulation / measures enhancement scenario)   | 4°C scenario<br>(Current scenario)   |
|----------------------|--|--|
| Reference scenarios  | IEA Sustainable Development Scenario (SDS)<br>IEA Net Zero Emission Scenario by 2050 case (NZE)<br>IPCC RCP 2.6<br>IPCC RCP 1.9  | IEA Stated Policies Scenario (STEPS)<br>IPCC RCP8.5  |
| Anticipated contents | <p><b>● Policy aspect (i) + Technical aspect</b></p> <p><b>Implementation of a carbon tax</b> \$75-\$140 / t-CO<sub>2</sub></p> <p><b>New technology subsidies, etc.</b> Abundant subsidies for environmental technologies</p> <p>Significant impact on corporate profit structure and corporate value, etc.</p> | <p><b>● Policy aspect (i) + Technical aspect</b></p> <p><b>Implementation of a carbon tax</b> \$30-\$50 / t-CO<sub>2</sub></p> <p><b>New technology subsidies, etc.</b> A certain degree of subsidies for environmental technologies</p> <p>Minor impact on corporate profit structure and corporate value, etc.</p> |
|                      | <p><b>● Policy aspect (ii)</b></p> <p><b>Strengthening of disclosure related to ESG and the climate</b> Enhanced ESG disclosure required / mandatory, leading to increased corporate information disclosure. Additionally, disclosure frameworks, etc., become standardized.</p>                                 | <p><b>● Policy aspect (ii)</b></p> <p><b>Strengthening of disclosure related to ESG and the climate</b> Enhanced disclosure of ESG-related information is being requested, leading to an increase in corporate information disclosure. However, disclosure frameworks, etc., have not been standardized.</p>         |
|                      | <p><b>● Economic/social aspect</b></p> <p><b>Increased</b> Asset owners and individuals are becoming more interested in the environmental and social impact of their asset management.</p>   | <p><b>● Economic/social aspect</b></p> <p><b>Increased interest in the environment / society</b> Asset owners and individuals do not show significant interest in the environmental and social impact of their asset management.</p>   |
|                      | <p><b>● Natural environment aspect</b></p> <p><b>Escalating natural disasters</b> No significant changes from the current state</p>  | <p><b>● Natural environment aspect</b></p> <p><b>Escalating natural disasters</b> As the severity of natural disasters intensifies, changes in climate patterns also become evident.</p>   |

Identification of Risks and Opportunities in NRI

From the fiscal year ended March 2020 to the fiscal year ended March 2022, we conducted scenario analysis for individual businesses, and those results are disclosed on our website and in other places.

TCFD/TNFD Integrated Disclosure  
[https://www.nri.com/en/sustainability/materiality/esg/environment/tcfd\\_tnfd.html](https://www.nri.com/en/sustainability/materiality/esg/environment/tcfd_tnfd.html)

Status of Implementation of Scenario Analysis by Business



In the fiscal year ended March 2024, the risks, opportunities, and financial impact on NRI’s business overall were re-assessed, based on the results of these analyses. In the fiscal year ended March 2025, scenario analyses were conducted for the United States and Australia, and the risks, opportunities, and financial impact on NRI’s business overall were re-evaluated. In the table’s category column, “Transition” primarily refers to risks and opportunities under the 1.5°C scenario, while “Physical” refers to those under the 4°C scenario.

Risks, Opportunities, and Financial Impact of Climate Change on the NRI Group → P.82-83

In addition, from the perspective of the magnitude of impact and the degree of relevance to our business, we have selected some representative risks and opportunities and estimated the financial impact on NRI’s business overall as follows.

Estimated Financial Impact of Individual Risks and Opportunities (Assuming FY2030)

| Classification           | Impact   | Estimated value                  | Assumptions of estimate, possibility of risk mitigation, etc.  |
|--------------------------|--|----------------------------------|--|
| Transition Risks         | Increased cost burden from implementation of a carbon tax  | Approx. ¥1 billion to ¥2 billion | The tax amount is calculated from the net greenhouse gas emissions assuming business expansion without changing the current renewable energy usage (carbon tax price is based on the IEA scenario). However, if the renewable energy usage rate reaches 100% by FY2030 according to the low-carbon transition plan, the tax amount is almost zero.   |
| Transition Opportunities | Increased revenue from consulting and IT solutions due to customers transitioning to decarbonization | Approx. ¥6 billion to ¥7 billion | Assumes expansion of consulting themed on decarbonization in line with the growth of consolidated sales from current orders, recording the entire increase. Similarly, for the business platform business, it assumes expansion in line with the growth of consolidated sales, recording 10% of the increase as resulting from customer transition to decarbonization.   |
| Physical Risks           | Interruption of business activities due to the Company experiencing a disaster                       | Approx. ¥1 billion to ¥2 billion | The decrease in sales was calculated on the assumption that the business platform operation revenue of the NRI Group is not obtained for two days due to impact on the infrastructure (electricity, water, communication, etc.) around the Data Center from large-scale flooding, etc. However, the possibility of this risk materializing is considered extremely low due to various measures and training to prevent system stoppage, such as using Osaka Data Center II as a DR site if the Tokyo Data Center is not operational. |
| Physical Risks           | Disruption of the supply chain due to a business partner experiencing a disaster                     | Approx. ¥2 billion to ¥3 billion | Assumes a decrease in sales due to project delays based on the assumption that 10% (based on procurement amount) of business partners commissioned for system development by the NRI Group cannot operate for one month due to large-scale flooding.   |

Utilization of the Results of Scenario Analysis

At NRI, based on the results of analysis of financial impact, we recognize that initiatives aimed at reducing greenhouse gas emissions, such as the adoption of renewable energy, can mitigate risks arising from the introduction of carbon pricing (carbon tax, etc.) and the expansion of the demand for environmental considerations. In light of this recognition, we are taking steps to address these issues. Specifically, considering that a significant portion of NRI’s greenhouse gas emissions is attributed to consumption of electricity, we believe that transitioning the sourcing of electricity used in our operations to renewable energy is a crucial step toward decarbonization. With this in mind, all of NRI’s data centers transitioned to using 100% renewable energy sources by the end of the fiscal year ended March 2023. In addition, even in our office spaces, we began transitioning some of the main office locations to renewable energy in the fiscal year ended March 2022.

NRI revised its greenhouse gas emissions reduction targets in February 2023, and has set forth the targets given later in the “Indicators and Targets” section. Further, NRI is currently considering methods for procuring long-term and stable renewable energy with an eye toward 2030 and 2050.

Risks, Opportunities, and Financial Impact of Climate Change on the NRI Group

| Category           | General circumstances related to climate   | NRI Group's risks, opportunities, and financial impacts |   |                      |                    |   |                                  |   | Scenario analysis by business (FY March 2020 to FY March 2022) implemented in FY March 2025 |   |   |  |
|--------------------|--|---|---|----------------------|--------------------|---|----------------------------------|---|---|---|---|--|
|                    |  | Classification  | Impact  | Rate of occurrence*1 | Degree of impact*2 |   |                                  | Measures (in the case of risk)  | Analysis year   | Target business                                       | Impact  | Financial impact (estimate)  |
| Transition         | Implementation of a carbon tax   | Risk  | Increased cost burden from implementation of a carbon tax   | Large                | 1                  | 2 | 2                                | Expanded implementation of renewable energy   | FY2019  | Data center business                                  | Increased electricity costs from implementation of a carbon tax   | Approx. ¥310 million to ¥420 million                                   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2020  | Asset management solution business                    | Fluctuations in customers' asset balance due to implementation of a carbon tax, etc.  | Sales -1% to +3%   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2021  | Capital markets & wealth management solution business | Increased electric bill due to implementation of a carbon tax, increased machinery manufacturing costs, including servers   | Sales -3% to +12%  |
|                    |  |   |   |                      |                    |   |                                  |   | FY2024  | Australia business                                    | Increased electric bill due to implementation of a carbon tax   | — *3   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2024  | U.S. business   | Increased electric bill due to implementation of a carbon tax   | — *3   |
| Transition         | Progress of emissions trading  | Opportunity   | Increased revenue from consulting and IT solutions due to the commercialization of emissions trading  | Medium               | 1                  | 1 | 2                                | —   |   |   |   |  |
|                    | Tightening of restrictions on energy consumption in conjunction with expanded use of AI            | Risk  | Increased cost burden for data centers due to strengthened regulations  | Medium               | 1                  | 1 | 2                                | Stable procurement of renewable energy, promotion of energy conservation, enhanced engagement with business partners  |   |   |   |  |
| Transition         | Progress of technology related to energy efficiency / energy conservation                          | Opportunity   | Reduced cost burden through energy efficiency   | Large                | 1                  | 1 | 1                                | —   |   |   |   |  |
|                    | Spread of renewable energy   | Risk  | Increased cost burden from further implementation and advancement of renewable energy   | Large                | 1                  | 1 | 2                                | Promotion of energy conservation  | FY2019  | Data center business                                  | Increased costs due to procurement of renewable energy  | Approx. ¥560 million to ¥670 million                                   |
|                    | Advancements in new technologies such as hydrogen, battery storage, and carbon capture and storage | Opportunity   | Increased revenue from consulting related to climate change   | Medium               | 1                  | 1 | 1                                | —   | FY2020  | Consulting business                                   | Increased revenue from consulting related to climate change   | (Figures are undisclosed)  |
| Transition         | Strengthening the response to climate change in companies  | Opportunity   | Increased revenue from consulting and IT solutions due to customers transitioning to decarbonization  | Medium               | 2                  | 2 | 3                                | —   | FY2020  | Consulting business                                   | Increase in consulting revenue for building strategies and transforming business structures, etc., for the transition to decarbonization  | (Figures are undisclosed)  |
|                    |  | Opportunity   | Improved competitiveness of business platform services due to the expansion of customer needs for Scope3 reduction                                | Medium               | 1                  | 1 | 1                                | —   | FY2020  | Asset management solution business                    | Increase in the need for organizing corporate information at asset management companies, increase in the need for support following requests to improve disclosure related to ESG investments and sustainable finance | Sales +1% to +2%   |
|                    |  | Risk  | Decreased revenue from consulting and IT solutions due to the customer's failure to decarbonize, leading to deterioration of business performance | Small                | 1                  | 2 | 2                                | Expanded support for decarbonization of customers   | FY2020  | Consulting business                                   | Worsening of performance and decrease in projects due to customers' failure to transition to decarbonization  | (Figures are undisclosed)  |
|                    | Increased concern about climate change among consumers   | Opportunity   | Increased revenue from pay-per-use solutions due to increased customer demand for sustainable financial products                                  | Large                | 1                  | 1 | 1                                | —   | FY2020  | Asset management solution business                    | Increase in the need for explanations related to ESG in financial products developed for individuals by asset management companies  | Sales -0% to +0%   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2020  | Asset management solution business                    | Increase in the need to visualize the environmental and social impact of asset management   | Sales -0% to +0%   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2021  | Capital markets & wealth management solution business | Expansion of sustainable investments by individual investors  | Sales -0% to +0%   |
|                    |  |   |   |                      |                    |   |                                  |   | (Each period)   | (Each business)                                       |   | (Added to "Increased cost burden from implementation of a carbon tax") |
| Rising fuel prices | Risk   | Increased cost burden from electricity and other costs  | Medium  | 1                    | 2                  | 2 | Promotion of energy conservation |   |   |   |   |  |
| Transition         | Emphasis on the response to climate change in the company's terms and conditions for transactions  | Risk  | Increased cost of response to customers' requests for decarbonization, decreased competitiveness when no fulfilling those requests                | Large                | 1                  | 1 | 1                                | Expanded implementation of renewable energy   | FY2021  | Capital markets & wealth management solution business | Addition of requests regarding renewable energy utilization rates to the terms and conditions for transactions on the customer side   | No impact  |
|                    | Emphasis on ESG perspectives in investor decision-making   | Opportunity   | Increased investment from investors, improved reputation  | Medium               | 1                  | 1 | 1                                | —   |   |   |   |  |
|                    | Emphasis on ESG perspectives in the recruitment market   | Opportunity   | Increased opportunities to secure talented personnel, improved reputation   | Medium               | 1                  | 1 | 1                                | —   |   |   |   |  |
| Physical           | Intensification of extreme weather events and floods   | Risk  | Increased cost of response due to the Company experiencing a disaster, recovery of assets, interruption of business activities                    | Small                | 2                  | 2 | 2                                | BCP training / execution  | FY2019  | Data center business                                  | Accidents occurring with data center equipment  | (Little impact from the perspective of the hazard map)                 |
|                    |  |   |   |                      |                    |   |                                  |   | FY2021  | Capital markets & wealth management solution business | Increased costs due to responding to widespread disasters   | Expenses +7% to +8%  |
|                    |  |   |   |                      |                    |   |                                  |   | FY2024  | Australia business                                    | Damage to the company caused by typhoons, floods, etc.  | — *3   |
|                    |  | Risk  | Disruption of the supply chain due to a business partner experiencing a disaster  | Small                | 2                  | 2 | 2                                | BCP training / execution including business partners  | FY2021  | Capital markets & wealth management solution business | Increased costs for using alternative sites to continue development under disaster conditions   | Expenses +1% to +4%  |
|                    |  |   |   |                      |                    |   |                                  |   | FY2024  | Australia business                                    | Damage to supply chain due to typhoons, floods, etc.  | — *3   |
|                    |  | Risk  | Decreased revenue from consulting and IT solutions due to the customer experiencing a disaster (stagnation of economic activities in society)     | Small                | 2                  | 2 | 2                                | Recommendations for society / transmission of information related to disaster prevention and disaster reduction, etc. | FY2020  | Consulting business                                   | Decrease in consulting needs due to stagnation of economic activities   | Sales -12%   |
|                    |  |   |   |                      |                    |   |                                  |   | FY2020  | Asset management solution business                    | Decrease in customers' asset balances due to stagnation of economic activities  | Sales -2% to -0%   |
| Physical           | Changes in weather patterns  | Opportunity   | Increased revenue from consulting related to weather pattern changes  | Medium               | 1                  | 1 | 1                                | —   | FY2020  | Consulting business                                   | Increase in consulting needs aimed at formulating measures  | (Figures are undisclosed)  |
|                    |  | Risk  | Increased cooling costs for data centers  | Medium               | 1                  | 1 | 1                                | Promotion of energy conservation  |   |   |   |  |

\*1 May occur by FY2030. Large: Anticipated to be high (roughly 50% or more); Medium: Anticipated to be low (less than roughly 50%); Small: Anticipated to be extremely small (less than roughly 5%)

\*2 The year's maximum impact on finances if conditions remain the same and risks are not addressed. 3: ¥10 billion or more; 2: ¥1 billion to ¥10 billion; 1: less than ¥1 billion. Further, it is assumed that the degree of impact will fluctuate over time depending on policy trends and business scale. Short-term: Until FY2025, Medium-term: Until FY2030, Long-term: Beyond that

\*3 Not accounted for in the analysis for FY2024

Message from the CEO  
NRI's Value Co-Creation  
V2030  
Growth Story for 2030  
MTF2025  
Value Creation  
Value Creation Capital  
Materiality  
Management Basis (ESG)  
Corporate Information / Data

**Identification of Risks and Opportunities from Natural Capital (TNFD Scenario Analysis)**

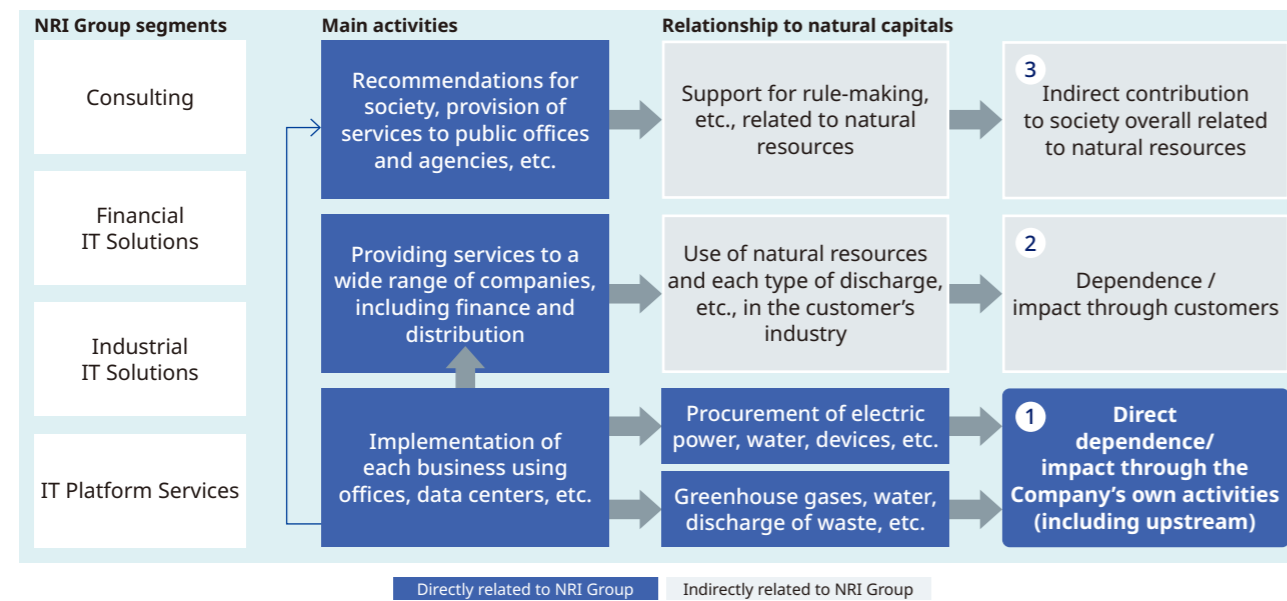
**Recognition of Points of Contact with Nature**

Since July 2022, NRI has participated in the TNFD Forum and advancing scenario analysis, with the Locate, Evaluate, Assess, Prepare (LEAP) approach outlined in the TNFD disclosure framework as a reference.

In conducting the analysis, NRI first grasped the general points of interaction between its business and nature. Specifically, NRI's value chain was laid out to provide an understanding of the relationship of dependency and impact each element has on nature, with tools such as ENCORE\* as a reference. As a result, three main points of interaction were identified. These are (1) interaction related to Data Center and office use (including upstream in the value chain such as energy and equipment procurement), (2) interaction with recipients of services such as IT solutions and consulting (downstream in the value chain), and (3) indirect interaction through societal change initiatives such as recommendations for society and consulting services.

\* ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure): A web-based tool provided by Natural Capital Finance, among others, which allows understanding of the potential dependencies and impact on nature of 157 industries based on GICS. It is also used by TNFD as a useful tool for referencing in Scoping and the Locate step of LEAP, etc.

**Points of Contact between the NRI Group's Business and Nature**



**Identification of Risks and Opportunities for NRI Based on LEAP Analysis**

Based on these results, NRI conducted further examination to identify nature-related risks and opportunities. During the Locate and Evaluate stages, the relationship of dependence and impact between NRI and nature, including geographical information, was investigated in greater detail. Referring to TNFD guidance and utilizing analytical tools such as ENCORE, NRI comprehensively assessed its nature-related dependencies and impacts in the form of a heatmap. The analysis revealed that NRI primarily impacts nature through waste disposal and greenhouse gas emissions at Data Centers and offices, and that Data Centers are particularly dependent on water resources. The detailed impact of greenhouse gas emissions is as described in the previously mentioned TCFD scenario analysis. Regarding water usage and waste disposal, the amounts are minimal compared with overall regional usage and disposal. Based on analysis results from tools such as WRI Aqueduct\*, it is currently believed that NRI's operations alone do not significantly alter the state of nature. Water usage at Data Centers is primarily for equipment cooling, and does not involve activities that significantly degrade water quality. Wastewater is managed to ensure compliance with national and local water-related regulations, and no discharges exceeding regulatory standards have occurred. In addition, some of NRI's sites are adjacent to wildlife conservation areas, but no immediate impact on these areas due to NRI's operations has been observed. The impact on nature at these sites will continue to be monitored closely.

In the Assess stage, considering the interactions and dependencies/impact on nature mentioned above, a scenario analysis was conducted to understand the potential future risks and opportunities for NRI. The following risks and opportunities were identified as a result of the analysis.

\* WRI Aqueduct: A tool developed by the World Resources Institute (WRI) that visualizes water-related risks around the world. It enables the assessment of water risks in regions where sites are located, from perspectives such as water stress, drought, and flood risk.

**Risks, Opportunities, and Financial Impact Related to Natural Capital for the NRI Group** → P.86-87

Regarding water-related risks at Data Centers, it has been confirmed that such risks are not significant. NRI's Data Centers are located in regions with abundant water resources and low water risk. In addition, systems have been established to efficiently utilize water resources, including the use of rainwater and water recycling.

Calculation of Contribution to Emission Reductions through the Use of Business Platform Services → P.89

In the Prepare stage, based on the above analysis results, the goals outlined in the "Indicators and Targets" section were set. As TNFD recommends setting science-based targets for nature (SBTs for Nature), we will continue to monitor these trends and conduct further analysis, periodically revising the targets as needed.

**Risk Management**

In managing the overall risks of NRI, including climate-related and nature-related risks, an officer responsible for risk management is appointed, and the Integrated Risk Management Office has been established as the risk management department. The Integrated Risk Management Office is responsible for building and maintaining the risk management framework, and for identifying, evaluating, and monitoring risks, and for organizing the overall risk management structure. The Integrated Risk Management Committee, chaired by the officer responsible for risk management, meets twice a year to evaluate the PDCA cycle of risk management and deliberate on risk response measures, reporting the results to the Board of Directors.

Specifically, the risks that may arise in the execution of NRI's business are classified into 13 categories, and risk items are set for each risk classification. The risk items are periodically evaluated by the department in charge of risk management, and the risk items, importance, and impact are reviewed. Of the 13 risk classifications, those recognized as particularly important for each fiscal year are selected as key themes for risk management by the Integrated Risk Management Committee. One of the 13 risk classifications is management strategy risk, which includes sustainability management risks (including responses to climate change).

In addition, particularly regarding the identification, evaluation, and response to climate-related risks and opportunities, since FY2018, the Sustainability Promotion Committee has considered and decided on measures for each climate-related risk, including business continuity risks due to the intensification of natural disasters, by taking into account the external environment, initiative status, and information from service provision departments.

**Indicators and Targets**

NRI has established the following environmental goals. For climate-related goals, the Group has publicly committed to achieving net-zero greenhouse gas emissions for Scopes 1, 2, and 3 by FY2050, which aligns with the Net-Zero Standard of the Science Based Targets initiative (SBTi). This net-zero target received SBTi certification in February 2024. In addition, the Group raised its existing greenhouse gas emission reduction targets (Scope1+2) for FY2030 to meet the latest SBTi standards and received updated certification.

**Environmental Targets of NRI**

| Indicators          | Targets  | (Reference) FY 2024 results   |               |   |
|---------------------|--|---|---------------|---|
|                     |  | Rate of reduction   | Results       |   |
| Greenhouse gases    | Rate of reduction of greenhouse gas emissions (Base year: FY2019)  | [FY2030] Scope1+2: 97% reduction, remaining emissions neutralized*1 | 91% reduction | 5,000t*2  |
|                     |  | [FY2030] Scope3: 30% reduction                                      | 1% increase*3 | 168,000t*2*3  |
|                     | [FY2050] Scope1+2+3: Net zero (92% reduction, remaining emissions neutralized*1)                               | 24% reduction*3   | 173,000t*3    |   |
|                     | Rate of use of renewable energy  | [FY2030] 100%   | —             | 98%*2   |
| Water resources     | Clean water usage (Base year: FY2013, target: Data Center)   | [FY2030] 25%  | 25% reduction | 138,000m <sup>3</sup> *2                            |
| Waste               | Final waste disposal volume (Base year: FY2022, target: domestic)  | [FY2027] 10%  | 66% reduction | 27t   |
| Energy conservation | Reduction of electricity usage through energy conservation measures*4 (Base year: FY2023, target: Data Center) | [FY2030] +1,000,000kWh  | —             | +434,000kWh<br>Increasing power consumption efforts |

\*1 "Remaining emissions" refers to emissions that cannot be reduced within NRI's value chain by the target fiscal year. "Neutralized" refers to offsetting these remaining emissions using carbon removal technologies outside the value chain.

\*2 Results values have been verified by a third party.

\*3 From the fiscal year ended March 2025, the calculation method for Scope3 Category 1 has been revised to partially incorporate primary data collected from business partners.

\*4 "Energy conservation measures" include free cooling and machine learning optimization of air conditioning.

Risks, Opportunities, and Financial Impact Related to Natural Capital for the NRI Group

| Related natural capital     | Category  | Scope of dependence/impact  | NRI Group's risks / opportunities   |   |                      |                    |             |  |   | Main risks / opportunities by segment  |  |  |
|-----------------------------|---|---|---|---|----------------------|--------------------|-------------|--|---|--|--|--|
|                             |   |   | Classification  | Impact  | Rate of occurrence*1 | Degree of impact*2 |             |  | Measures (in the case of risk)  | Segment  | Impact   |  |
|                             |   |   |   |   |                      | Short term         | Medium term | Long term  |   |  |  |  |
| Water                       | Transition<br>Legal restrictions  | (1) Dependence / impact through the Company's activities<br>*(1) includes upstream; same hereinafter)     | Risk  | Increase in NRI's costs due to measures to comply with regulations related to water resources   | Medium               | 1                  | 1           | 1  | Use of rainwater, cyclical use of wastewater, use of recycled water from outside the Company  | Financial IT Solutions<br>Industrial IT Solutions  | Increase of Data Center usage fees due to increases in the cost of measures related to water resources   |  |
|                             |   |   |   |   |                      |                    |             |  |   | IT Platform Services   | Increase of the cost of measures related to water resources in operation of the Data Centers   |  |
|                             | Transition<br>Technology  | (1) Dependence / impact through the Company's activities  | Risk  | Increase in NRI's costs due to the introduction of new technologies to reduce the burden on water resources   | Medium               | 1                  | 1           | 1  | Careful review at the time new technology is introduced   | Financial IT Solutions<br>Industrial IT Solutions  | Increase of Data Center usage fees due to increases in the cost of implementation of new technology related to water resources   |  |
|                             |   |   |   |   |                      |                    |             |  |   | IT Platform Services   | Increased costs due to implementation of new technology related to water resources at the Data Centers   |  |
|                             | Physical<br>Acute   | (1) Dependence / impact through the Company's activities<br>(2) Dependence / impact through customers     | Risk  | Impact of floods (damage to NRI, business partners, and customers)<br>* This risk has been recognized in the previously indicated TCFD scenario analysis.   |                      |                    |             |  |   |  |  |  |
|                             |   |   |   |   |                      |                    |             |  |   |  |  |  |
| Physical<br>Chronic         | (1) Dependence / impact through the Company's activities<br><br>(2) Dependence / impact through customers | Risk  | Increase in NRI's procurement costs and interruption of business due to water resource usage restrictions and depletion<br><br>Increase in customer costs and decrease in NRI orders due to water resource usage restrictions and depletion | Small   | 1                    | 1                  | 1           | Periodic confirmation and preparation regarding water risks<br><br>Increased consulting related to water resources | Financial IT Solutions<br>Industrial IT Solutions   | Increase of Data Centers usage fees due to increases in water procurement costs  |  |  |
|                             |   |   |   |   |                      |                    |             |  | IT Platform Services<br>Industrial IT Solutions   | Increase of water procurement costs in operation of the Data Centers<br>Decrease in orders received by NRI due to increases in water procurement costs of customer companies, such as distribution and manufacturing |  |  |
| Waste                       | Transition<br>Legal restrictions  | (1) Dependence / impact through the Company's activities  | Risk  | Increase in NRI's costs due to measures to comply with regulations related to waste   | Medium               | 1                  | 1           | 1  | Selection of recyclable materials, increase of the recycling rate   | Financial IT Solutions<br>Industrial IT Solutions  | Increase of Data Center usage fees due to increases in the cost of measures related to waste materials   |  |
|                             |   |   |   |   |                      |                    |             |  |   | IT Platform Services   | Increase of the cost of measures in operation of the Data Centers  |  |
| Transition<br>Technology    | (1) Dependence / impact through the Company's activities  | Risk  | Increase in NRI's costs due to the introduction of new technologies to reduce waste   | Medium  | 1                    | 1                  | 1           | Careful review at the time new technology is introduced  | Financial IT Solutions<br>Industrial IT Solutions   | Increase of Data Center usage fees due to increases in the cost of implementation of new technology related to reducing waste materials  |  |  |
|                             |   |   |   |   |                      |                    |             |  | IT Platform Services  | Increased costs due to implementation of new technology related to reducing waste materials at the Data Centers  |  |  |
| Natural resources (overall) | Transition<br>Market  | (1) Dependence / impact through the Company's activities<br><br>(2) Dependence / impact through customers | Risk  | Decline in NRI's reputation and loss of talented personnel due to insufficient consideration and approach to nature<br><br>Changes in the terms and conditions for transactions from customers related to measures to address natural resources (increase in NRI's response costs, decrease in orders if not addressed) | Medium               | 1                  | 2           | 2  | Setting goals, conducting more sophisticated analysis, and strengthening transmission of information regarding natural resources<br><br>Dialogue with customers aimed at early and appropriate measures | All segments   | Loss of customers, lowered reputation and, loss of excellent personnel, in the event that measures related to natural resources are not being implemented proactively  |  |
|                             |   |   |   |   |                      |                    |             |  |   | Consulting<br>Financial IT Solutions<br>Industrial IT Solutions  | Increase in the cost of response for NRI due to a decrease in orders caused by changes to the terms and conditions of transactions from the customer, if not addressed |  |
|                             | Transition<br>Market  | (2) Dependence / impact through customers   | Opportunity   | Increase in NRI's consulting and IT solution sales aimed at achieving nature positivity   | Medium               | 2                  | 2           | 3  | —   | IT Platform Services   | Increase of costs for efforts related to the Data Centers that consider nature   |  |
|                             |   |   |   |   |                      |                    |             |  |   | Consulting   | Increase of consulting needs aimed at nature positivity (DX 3.0 themes such as circular economy)   |  |
|                             |   |   |   |   |                      |                    |             |  |   | Financial IT Solutions<br>Industrial IT Solutions  | Increase of revenue due to expansion of sustainable finance<br>Increase of needs related to the reduction of food loss and the streamlining of distribution            |  |
| Transition<br>Market        | (3) Indirect contribution to society overall  | Opportunity   | Contribution to societal transformation through dissemination of information and recommendations for society related to nature positivity   | Medium  | 2                    | 2                  | 3           | —  | IT Platform Services  | Increase of needs related to the Data Centers that consider nature   |  |  |
|                             |   |   |   |   |                      |                    |             |  | Consulting  | Contribution to societal transformation through dissemination of information and recommendations for society (mainly a think tank function) related to nature positivity   |  |  |

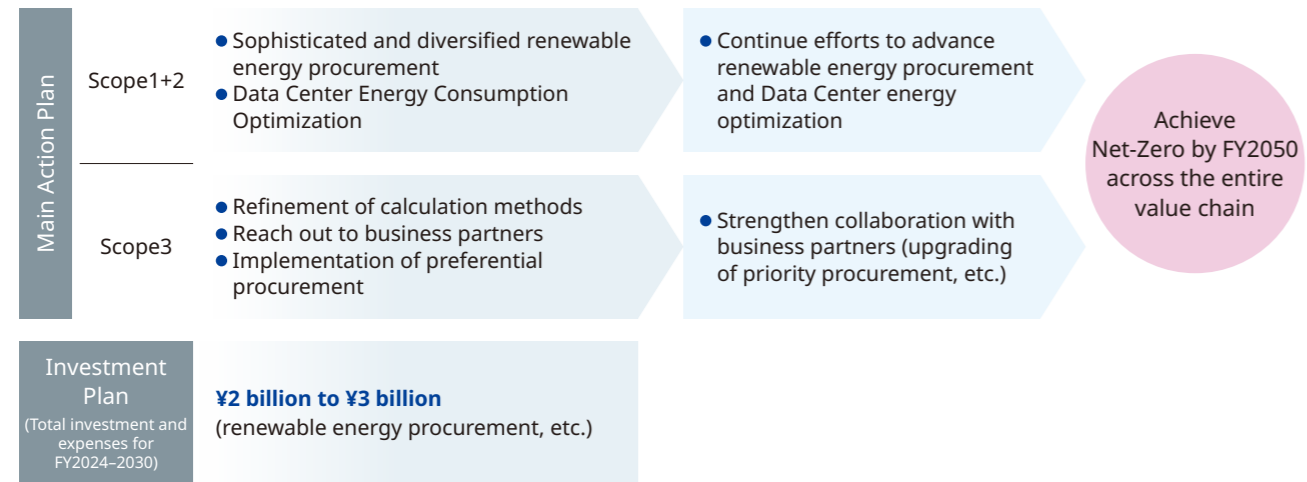
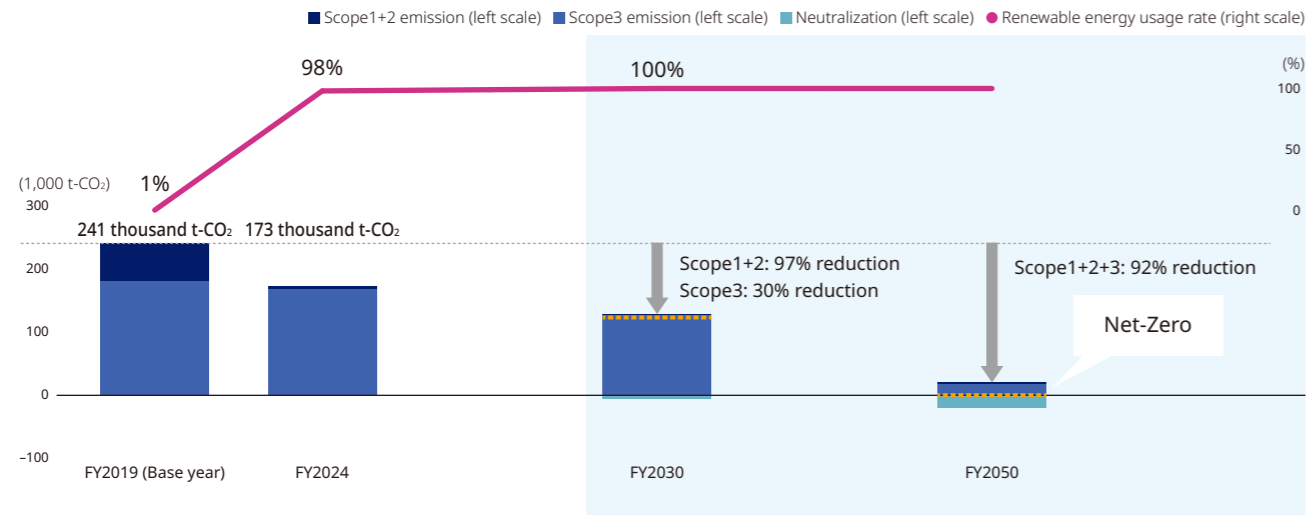
\*1 May occur by FY2030. Large: Anticipated to be high (roughly 50% or more); Medium: Anticipated to be low (less than roughly 50%); Small: Anticipated to be extremely small (less than roughly 5%).  
 \*2 The year's maximum impact on finances if conditions remain the same and risks are not addressed. 3: ¥10 billion or more; 2: ¥1 billion to ¥10 billion; 1: less than ¥1 billion. Further, it is assumed that the degree of impact will fluctuate over time depending on policy trends and business scale. Short-term: Until FY2025, Medium-term: Until FY2030, Long-term: Beyond that

Message from the CEO  
 NRI's Value Co-Creation  
 V2030  
 Growth Story for 2030  
 MTP2025  
 Value Creation  
 Value Creation Capital  
 Materiality  
 Management Basis (ESG)  
 Corporate Information / Data

### Efforts Toward Achieving Net-Zero by FY2050

NRI will work with stakeholders to reduce greenhouse gas emissions toward achieving Net-Zero by FY2050.

#### NRI's Greenhouse Gas Emissions Reduction Targets and Transition Plan



#### ► Promotion of Renewable Energy Procurement (Scope2)

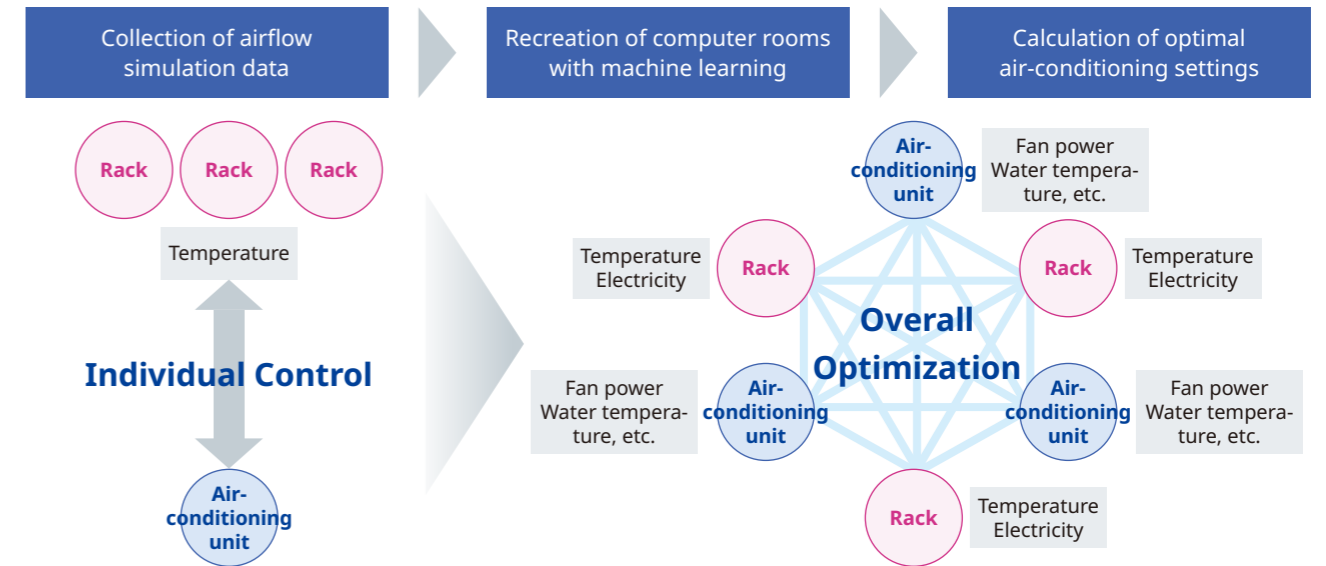
NRI joined RE100 in February 2019 and set a goal to use 100% renewable energy for the electricity used by NRI by the fiscal year ending March 2031. For electricity used in Data Centers and major offices with high power consumption, the switch to renewable energy has been implemented, resulting in a 100% renewable energy usage rate at all Data Centers and 98% overall, including offices, in the fiscal year ended March 2025.

#### ► Efforts Toward Decarbonization in Data Centers (Scope2)

NRI-owned and operated Data Centers are advancing toward Net-Zero by switching to renewable energy for electricity used as well as by reducing power consumption.

As an example of policy consideration, efforts are being made to optimize air-conditioning settings using machine learning. For air-conditioning units that were previously controlled individually, overall optimization of air-conditioning settings is being pursued using airflow simulation data. These initiatives are being implemented at all of NRI's domestic Data Centers.

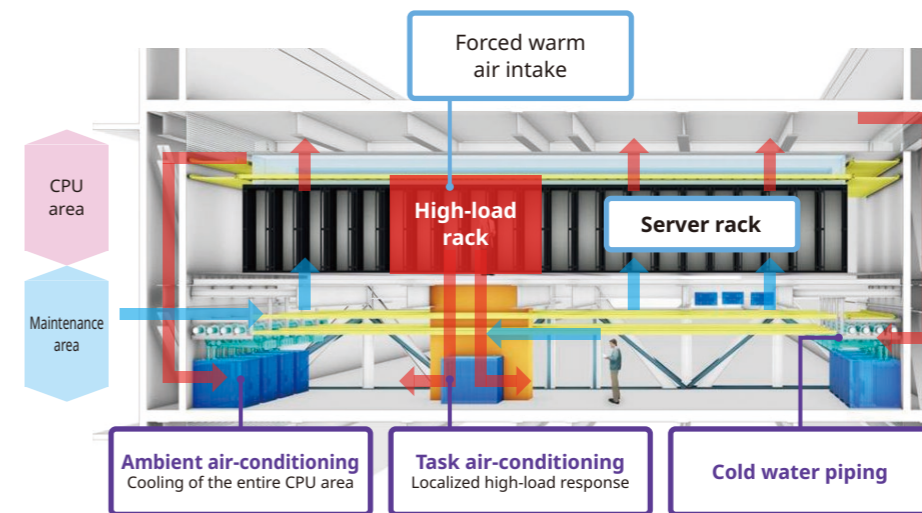
#### Optimization of Air-Conditioning Settings Using Machine Learning



In terms of facilities, at the Tokyo Data Center I, energy-saving equipment such as the double-deck system, which separates the floor housing server equipment from the floor housing air-conditioning and other facility-related equipment to achieve efficient and highly flexible air-conditioning, and the cold water vertical heat storage tank, which stores cold water to achieve efficient air-conditioning, has been introduced. (The double-deck system at Tokyo Data Center I is patented. Patent No. 537719)

These efforts have led to an annual reduction of approximately 260,000 kWh of power consumption.

#### Overview of the Double-Deck System



#### Cold Water Vertical Heat Storage Tank



#### Effective Use of Water Resources in Data Centers

With the advancement of AI technologies and the resulting expansion in data center usage in recent years, there is growing concern over increased water consumption, and social interest in the use of water resources is rising. At NRI, the primary use of water resources is for cooling in data centers. Accordingly, we are implementing various measures at data centers to reduce environmental impact.

For cooling water, we mainly use clean water supplied by the water utility, and by combining clean water with rain-water and recycled water, we achieve efficient water use. In the treatment of wastewater, we strive to reduce wastewater volume by recirculating cooling water as recycled water.

Going forward, NRI will continue to pursue the sustainable use of water resources through such initiatives.

► **NRI Net-Zero Journey —Toward Achieving Net-Zero across the Entire Value Chain— (Scope3)**

It is crucial that the Company does not work alone, but instead collaborates with various stakeholders to achieve Net-Zero by 2050 across the entire value chain. In order to reduce Scope3 emissions, which account for the majority of NRI's emissions, we particularly emphasize collaboration with business partners. Currently, we are deepening our partnerships with business partners through three activities: practicing sustainable procurement, engagement, and revision of calculation methods.

**(1) Practicing Sustainable Procurement**

NRI has established the NRI Group Procurement Policy, which ensures compliance with laws and social norms while carrying out environmentally conscious procurement activities. To put this into practice, we have formulated the NRI Group Business Partner Code of Conduct. It includes items related to the environment and requests each of our business partners to make efforts that consider the environment.

Sustainable Procurement → P.95

**(2) Engagement**

In order to accelerate cooperation with business partners to aim for business growth and the building of sustainable futures, we have been assisting efforts at our business partners from the fiscal year ended March 2023. In the fiscal year ended March 2025, we focused on supporting business partners in calculating their greenhouse gas emissions and setting targets. As one example, we held an interactive event where business partners could share their situations and challenges and seek advice from one another, thereby encouraging the promotion of initiatives at each company and fostering a sense of unity in working together toward net zero.



Scene from an interactive event

**(3) Refinement of Scope3 Calculation**

Since the fiscal year ended March 2022, we have participated in the CDP supply chain program and received greenhouse gas emissions data from various companies including business partners participating in the program. From the fiscal year ended March 2025, we have been utilizing this data to refine our Scope3 calculations.



Lead member of the CDP Supply Chain Program (companies participating in the program)



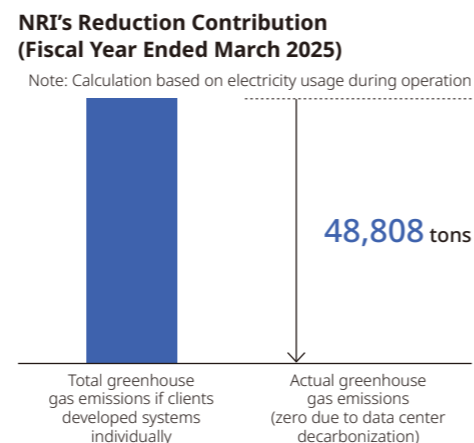
These efforts have been praised, and NRI was selected for the highest rank, the "Leader Board," in the CDP Supplier Engagement Assessment.

CDP Supplier Engagement Assessment Leader Board (the highest rating in engagement efforts)

**Calculation of Contribution to Emission Reductions through the Use of Business Platform Services**

NRI's business platform services operate in data centers that use 100% renewable energy, contributing to the reduction of clients' greenhouse gas emissions. At NRI, we calculate the amount of greenhouse gas emissions reduced by this contribution as reduction contribution in accordance with the guidelines of the World Business Council for Sustainable Development (WBCSD). Specifically, we calculate the difference between the total greenhouse gas emissions if clients developed their systems individually and the actual emissions.

As a result of the calculation, the reduction contribution for the fiscal year ended March 2025 was found to be 48,808 tons.



# Fulfill Our Social Responsibilities

Through Strengthening of Relationships with Stakeholders

Recognizing the importance of collaboration with various stakeholders beyond its own operations, NRI forms positive relationships with stakeholders (society, clients, employees, business partners, shareholders, and investors). These relationships are essential to fulfilling social responsibilities throughout the supply chain, including sound labor-management relations, consideration for human rights, and creating a sustainable future society.

**Building Positive Relationships with Employees —Promoting Diverse Work Styles and Health and Productivity Management—**

By enacting work-style reform, NRI aims to promote work-life balance by reducing long working hours. We seek to achieve an environment where employees can fully exhibit their abilities while valuing their personal health and family life.

In 1994, NRI implemented a discretionary labor scheme that was a pioneering initiative in Japan at that time. Through this scheme, we have promoted a work style that is free from time constraints. From 2016 to 2017, we relocated our Tokyo, Yokohama, and Osaka offices to new buildings. Based on the concept of "creating new value by connecting people, goods, events, information, and objectives," we developed office spaces that achieve a working style that is uninhibited by location. Currently, we are engaged in enhancing productivity through a new work style that combines telecommuting with in-office work.

At NRI, the CEO serves as the chief health officer (CHO) in charge of Health Management\* and is promoting various institutional arrangements and initiatives based on the four activity goals set forth in the NRI Health Declaration.

\* This refers to a business policy that generates benefits for a company by providing its employees with health-related assistance. This term is a registered trademark of the Workshop for the Management of Health on Company and Employees.

**NRI Health Declaration**

Basic policy: Based on correct knowledge and recognition for their own health by each employee, the NRI Group supports active initiatives for improving long-term quality of life (QOL).

|   |                                   |   |
|---|-----------------------------------|---|
| 1 | Reduce lifestyle-related diseases | <ul style="list-style-type: none"> <li>Manage employees' reservations and receipts for medical checkups and health examinations, and encourage them to take these examinations</li> <li>Put in place health management rooms at our principal offices and build a framework for industrial doctors to handle cases</li> </ul> |
| 2 | Lower stress                      | <ul style="list-style-type: none"> <li>Stress prevention for individual employees and teams</li> <li>Develop a system to enable employees to return to work earlier</li> </ul>  |
| 3 | Lower smoking rates               | <ul style="list-style-type: none"> <li>Introduce support to help stop smoking</li> <li>Remove smoking spaces inside offices</li> </ul>  |
| 4 | Promote work-life balance         | <ul style="list-style-type: none"> <li>Reduce overtime and holiday work hours</li> <li>Encourage employees to take paid leave</li> <li>Implement frontline-driven initiatives including streamlining operations and meetings, as well as promoting early morning work</li> </ul>  |

## Efforts to Respect Human Rights

NRI is promoting efforts to respect human rights based on international norms such as the International Code of Human Rights, the ILO Core Labor Standards, and the Guiding Principles on Business and Human Rights.

We will proceed with our efforts to respect human rights through the process of policy/commitment, human rights impact assessment/theme identification, approach for respecting human rights, and monitoring/information disclosure.

### Governance

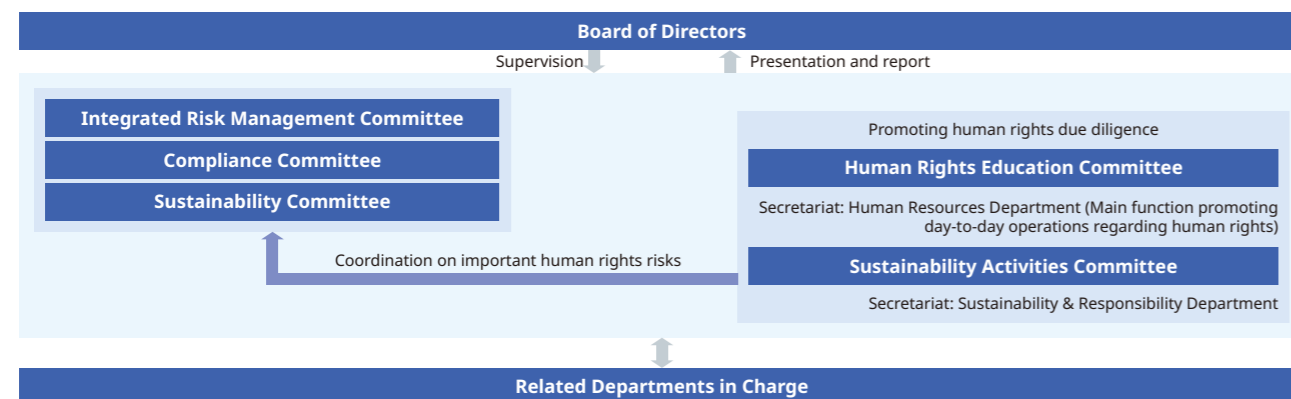
NRI's efforts regarding human rights are debated by the following committees based on instruction from the President & CEO, and related committees and departments in charge coordinate and promote these efforts.

- For important items regarding the risk management of NRI: Integrated Risk Management Committee
- For important items regarding the promotion of ethics and compliance: Compliance Committee
- For important items regarding sustainability: Sustainability Committee

Important items regarding human rights are reported to the Board of Directors at least once a year via bodies such as the Sustainability Activities Committee and the Sustainability Committee. The important human rights risks identified in human rights due diligence and results of reports to our complaint handling mechanisms are reported to the Board of Directors twice a year via bodies such as the Compliance Committee and the Integrated Risk Management Committee.

We promote the human rights due diligence process via the cooperation of the Sustainability Activities Committee (a subcommittee below the Sustainability Committee) and the Human Rights Education Committee, which formulate/promote our human rights policy, evaluate impacts on human rights, investigate/execute corrective measures, conduct monitoring, and disclose information.

### NRI Group Governance Structure for Human Rights



### Human Rights Policy

NRI has established the NRI Group Policy on Human Rights and supports international human rights norms, such as the International Bill of Human Rights, The Declaration of the International Labor Organization on Fundamental Principles and Rights at Work, and 10 Principles of the United Nations Global Compact, and has expressed its support for the Modern Slavery Act in Australia.

In addition, as a company involved in the development and utilization of AI, we have established the NRI Group AI Policy intended to promote the development and utilization of AI while reducing the negative impact of AI.

To promote sustainable procurement, we have formulated the NRI Group Business Partner Code of Conduct, which includes compliance with not only laws and social codes by our business partners including suppliers, but also environmental, labor, and human rights issues. We have obtained signed agreements to the Code of Conduct from our major business partners, including suppliers.

**NRI Group Policy on Human Rights, NRI Group AI Policy**  
<https://www.nri.com/en/sustainability/social/policies#jinken>

**Human Rights Report**  
[https://www.nri.com/-/media/Corporate/en/Files/PDF/sustainability/library/back\\_number/human\\_rights\\_report\\_e.pdf](https://www.nri.com/-/media/Corporate/en/Files/PDF/sustainability/library/back_number/human_rights_report_e.pdf)

**NRI Group Business Partner Code of Conduct**  
[https://www.nri.com/en/company/partner\\_code](https://www.nri.com/en/company/partner_code)

**"Modern Slavery Statement" Financial Year ended 31 March 2023 (NRI Australia Holdings, Australia)**  
<https://modernslaveryregister.gov.au/statements/14848/>

### Human Rights Due Diligence

#### ► Human Rights Risk Assessment

NRI has established a framework for conducting human rights due diligence, in accordance with the procedures outlined in the UN Guiding Principles on Business and Human Rights.

In the fiscal year ended March 2024, NRI conducted a human rights risk assessment in collaboration with external experts and Verisk Maplecroft\*<sup>1</sup>, which provides globally recognized human rights risk assessment methods, and identified the potential risks that the business activities of NRI may have on human rights.

In addition, to conduct industry-based risk analysis, we utilized the database of RepRisk\*<sup>2</sup>, the largest ESG technology company in the world.

Using these risk analysis methods, NRI identified technology and AI, right to privacy, and appropriate working hours as significant human rights risks.

\*1 Verisk Maplecroft: A leading company in risk analysis, research, and strategic forecasting. It provides data-driven solutions and advice on the impact of political, human rights, economic, and environmental risks on organizational resilience and sustainable procurement.

\*2 RepRisk is pioneering company in ESG data science, which utilizes AI and machine learning in combination with human intelligence to systematically analyze disclosed information and identify important ESG risks. The RepRisk ESG risk platform is the largest ESG risk database in the world.

#### ► Human Rights Impact Assessment

In response to the potential risk assessment results, NRI has begun understanding the actual situation of NRI, its Group companies, and business partners (including contractors, staffing agencies, and suppliers) since the fiscal year ended March 2020. In understanding the actual situation, we formulate survey items and methodology based on expert advice, and review these items based on laws in various countries and regions and an understanding of the internal and external environment.

#### Major initiatives for the year ended March 2024

Self-Assessment Questionnaires (SAQ) were distributed to NRI and its Group companies to assess the risk situations within NRI and its Group companies. In addition, on-site interviews were conducted at multiple locations. Based on these survey results and the results of the human rights risk assessment, we have reviewed our human rights themes and newly set the NRI Group's priority human rights themes as technology and AI, right to privacy, and Appropriate Work Environment.

#### Major initiatives for the year ended March 2025

As in the fiscal year ended March 2024, Self-Assessment Questionnaires (SAQ) were distributed to NRI and its Group companies to assess the risk situations within NRI and its Group companies. In addition, the regions subject to on-site interviews have been expanded.

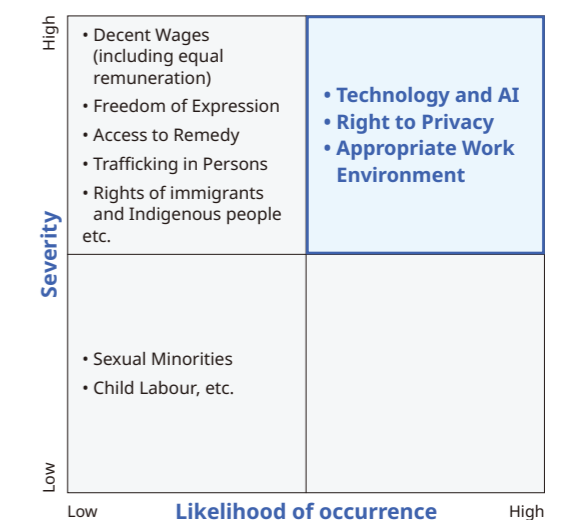
#### ► Corrective Measures

##### Efforts related to risk countermeasures for utilizing AI

Of the themes identified in the human rights risk assessment and impact assessment, we are promoting efforts to address the risk of using AI, as part of corrective measures regarding "technology and AI".

While the advancement of AI technologies and the innovation it brings are expected to help solve social issues, there are also concerns that, depending on how AI is used, it may lead to negative impacts such as the spread of unfair discrimination or violations of human dignity. NRI recognizes the possibility of such and its responsibility as an entity advancing the research, development, and utilization of AI, and established the NRI Group Basic AI Policy. In order to further increase the effectiveness of this policy, we also build and operate AI governance processes and strive to use fair and wholesome AI.

### NRI's Human Rights Focus Areas



Severity: Total evaluation of scope, range, and potential help  
 Likelihood of occurrence: Evaluation based on status of negative impacts and their possibility

**Efforts Related to an Appropriate Work Environment**

Of the themes identified based on our human rights risk assessment and human rights impact assessment, we are implementing corrective measures for ensuring an appropriate work environment, and will continue to address employee work hours and health and harassment issues via efforts across the entire Company.

Domestically, in regard to employee work hours and health, NRI has been aiming to realize health and productivity management to contribute to employee quality of life (QOL) since FY2015 by reducing lifestyle diseases and promoting work-life balance. In regard to harassment, unconscious bias training is mandatory for all employees, and we also provide department heads and general managers (section managers) with information on how to report and respond to bullying and harassment cases.

When an actual incident occurs, we promptly investigate the facts and implement remedial and corrective measures to ensure that no profit disadvantage is incurred by the victim. Based on the results of the investigation, we also take appropriate actions in accordance with internal regulations. In addition, we share reporting procedures and case examples with department General Managers, and conduct harassment prevention training for employees.

Overseas, Planit, which is based in Australia, debates themes regarding human rights and mental and physical health at quarterly work health and safety committee meetings. In addition to its employee assistance program, the company operates other health-related services for employees at its subsidiaries. In regard to harassment, compliance training is conducted once a year in order to improve knowledge and understanding regarding the prevention of workplace bullying and harassment, privacy violations, the Modern Slavery Act, codes of conduct, and mental health.

In addition, at NRI India and NRI FT India, based on the local Sexual Harassment (Prevention, Prohibition, and Redressal) Act (PoSH Act), the Internal Complaint Committee (ICC) established at each company, under the guidance of outside experts, oversees corrective actions and reporting processes for harassment cases. Further, we conduct e-learning on harassment for all employees and hold workshops with external instructors.

► **Response to Consultation and Report on Human Rights**

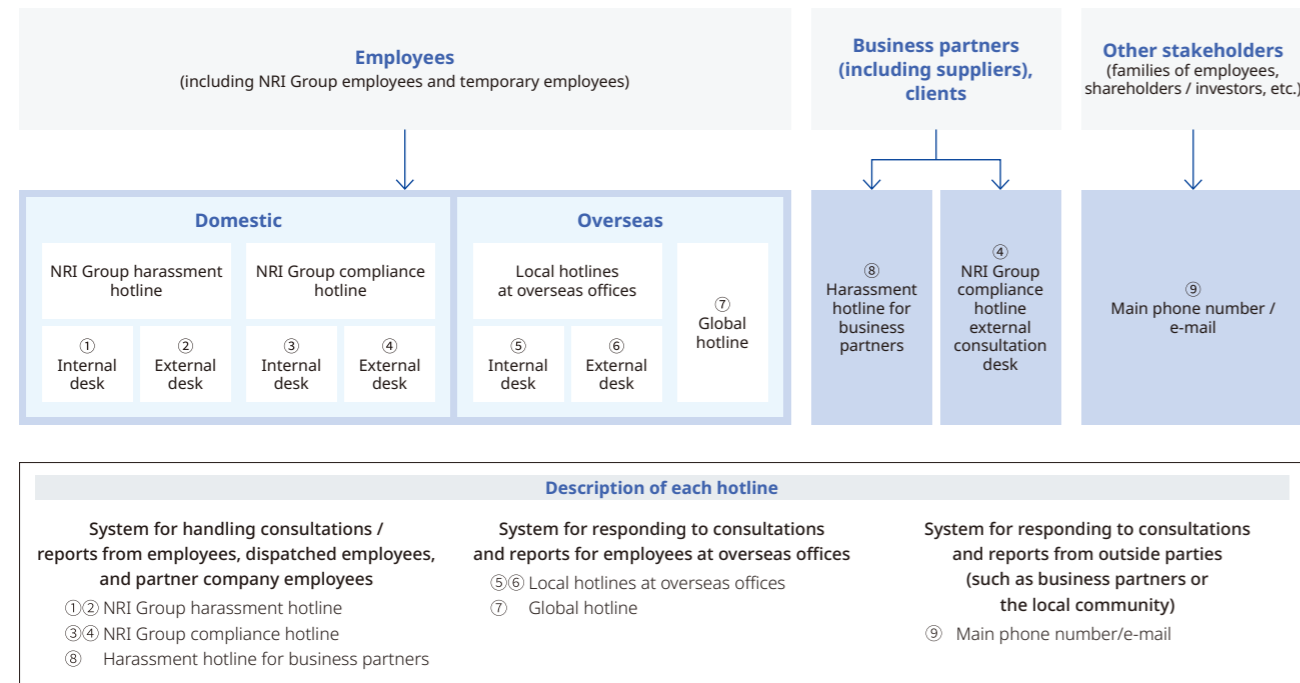
NRI has established human rights hotlines for consultation/reporting to offer swift and direct help to those negatively impacted in terms of human rights.

At each hotline, while ensuring the strict confidentiality of the whistleblower's privacy, the department in charge is selected for each consultation/report received. Based on hearings with the consultant/reporter and related parties, as well as dialogues with the person concerned, we respond according to an appropriate process based on the content of the consultation/report.

If compliance violations or other violations are suspected via routes other than the contact points below, we will investigate and respond accordingly.

The status and results of consultations are handled by the Compliance Committee and departments in charge and reported to the President & CEO.

**Overview of Human Rights Hotlines at the NRI Group**



**Cooperation with Stakeholders**

**Sustainable Procurement (Sustainability Efforts in the Supply Chain)**

In the NRI Group Procurement Policy, we declare our intent to contribute to building sustainable futures together with our business partners. In this policy, we aim to select partners via a comprehensive evaluation of their environmental, social, and governance efforts, in addition to factors such as business conditions, product and service quality, delivery, and cost.

In regard to sustainable procurement, we require procurement that considers the environment and society in addition to compliance with laws and social norms. We have implemented the following as concrete efforts.

► **Efforts Toward Sustainability Overall (ESG Shared)**

**(i) Formulation, dissemination, and agreement to the NRI Group Business Partner Code of Conduct**

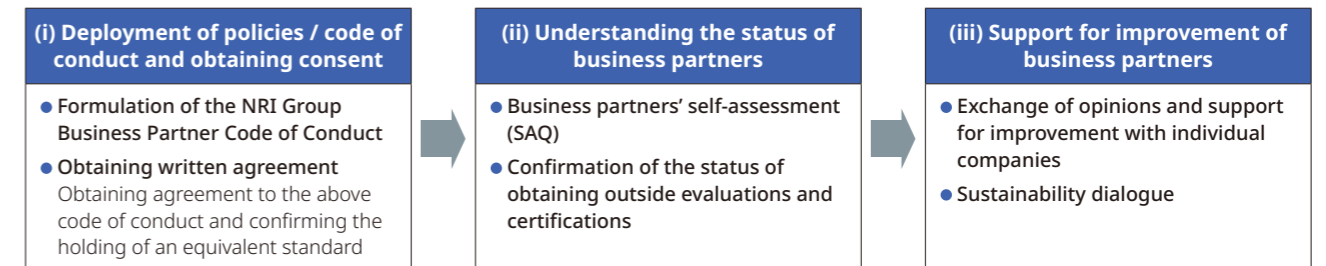
- NRI has formulated the NRI Group Business Partner Code of Conduct, which includes not only compliance with laws and social norms but also issues related to the environment, labor, and human rights.
- This code of conduct was created according to our concept of achieving sustainability management and the RBA Code of Conduct formulated and published by the RBA (Responsible Business Alliance), and details efforts that we would like our business partners to make together with NRI.
- From major business partners, NRI has obtained agreements to comply with this code of conduct. As of the end of March 2024, NRI has received agreements from business partners representing 80% of the procurement amount from domestic Group companies.

**(ii) Understanding the situation**

- As part of understanding the status of business partners, major business partners have been asked to conduct a self-assessment (SAQ) related to sustainability.
- We also ask business partners to conduct external evaluations on sustainability and check the situation regarding the external certification that they have obtained, etc.

**(iii) Improvement assistance**

- **Opinion exchange with individual companies/improvement assistance:** Because the promotion of sustainability efforts at business partners sometimes requires NRI to provide assistance for making improvements, NRI assists improvements based on the results in "Understanding the situation" indicated above.
- **Sustainability dialogue:** Refer to the section "Hosting business partner sustainability dialogue" below.



Detailed information on environmental initiatives for business partners is provided on page 90.

**Hosting Business Partner Sustainability Dialogue**

We hold a Sustainability Dialogue with Business Partners session annually as a forum to share information and exchange opinions on sustainability activities.

In January 2025, a record 78 business partners participated in the dialogue. NRI shared social trends related to sustainability and the efforts of NRI. In addition, there were panel sessions with two business partners, who shared their concerns and efforts made regarding the promotion of initiatives.



📄 NRI Group Procurement Policy  
<https://www.nri.com/en/company/partner>  
 NRI Group Business Partner Code of Conduct  
[https://www.nri.com/en/company/partner\\_code](https://www.nri.com/en/company/partner_code)

📄 Sustainability Dialogue with Business Partners  
[https://www.nri.com/en/sustainability/management/sustainability\\_dialog\\_with\\_business\\_partners](https://www.nri.com/en/sustainability/management/sustainability_dialog_with_business_partners)

## Information Disclosure and Communication

NRI is committed to gaining the trust of shareholders and investors through constructive dialogue, and to receiving an appropriate evaluation from capital markets. For these reasons, taking fair disclosure as our fundamental policy, we are working to promote understanding of both our business and our medium- to long-term strategies for growth, and to expand our shareholder and investor base.

### Measures Aimed at Ensuring a Meaningful General Meeting of Shareholders

To energize the General Meeting of Shareholders and ensure that voting rights are exercised, we perform the following procedures:

- Set the date of the General Meeting of Shareholders on a day that such meetings are not concentrated. In addition to sending out individual notices of convocation of a General Meeting of Shareholders earlier, we post the notice on the NRI and Tokyo Stock Exchange websites prior to sending the individual notices. This effort allows shareholders to have sufficient time to consider the proposed resolutions for the meeting.
- The 60th Ordinary General Meeting of Shareholders: Notice released on May 23—Meeting held on June 20 (Notice about one month before).
- Send out a notice of convocation of a General Meeting of Shareholders electronically to shareholders consenting to such procedure.
- Deliver a notice of convocation of a General Meeting of Shareholders in English (summary).
- Provide an opportunity to exercise voting rights by using the Internet system run by a trust bank (a shareholder register administrator).
- Provide an opportunity to exercise voting rights by using the Voting Rights Electronic Exercise Platform, run by ICJ, Inc.
- Hold a Management Briefing Session for shareholders after the conclusion of the General Meeting of Shareholders.
- Live broadcast of the General Meeting of Shareholders and the Management Briefing Session

### Providing Appropriate Information Disclosure


In order to achieve accountability to shareholders, investors, and other stakeholders, NRI is striving to enhance the level of information disclosure and the timely disclosure of information through activities including those below:

- Disclosed the long-term management vision and the Medium-Term Management Plan (mid- and long-term management strategy and financial targets, etc.)
- Established the Disclosure Committee, which checks the preparing process for, and appropriateness of, disclosed materials
- Published our financial results and latest information promptly under the Investor Relations section on our website
- Provided a dedicated website for individual investors to enhance information disclosure and understandability and clarity
- Same day disclosure in English and Japanese (Consolidated Financial Statements with Independent Auditor's Report, Consolidated Financial Results, Financial Results Presentation Materials, News Release)

 Investor Relations  
<https://ir.nri.com/en/ir.html>

#### Co-hosting a Roundtable on Sustainability Disclosure with the World Business Council for Sustainable Development

In July 2024, NRI co-hosted a CFO Roundtable with the Chief Financial Officers (CFO) Network under the World Business Council for Sustainable Development (WBCSD) to discuss the strategic role of CFOs, financial officers, and sustainability officers in advancing sustainability disclosure.

 Event Information  
<https://www.nri.com/en/media/topics/20240724.html>  
Stakeholder Dialogues  
[https://www.nri.com/en/sustainability/stakeholders/expert\\_dialogue.html](https://www.nri.com/en/sustainability/stakeholders/expert_dialogue.html)

### Active Dialogues with Shareholders and Investors

With the aim of expanding our shareholder and investor base, we are promoting a better understanding of our business activities and strategies for growth through direct and indirect communication.

#### ► Dialogue with Shareholders and Investors

NRI's representative directors (president), executives in charge of IR, the IR Department, and the Sustainability & Responsibility Department engage in dialogue with shareholders, investment analysts, fund managers, and individuals in charge of ESG, etc.

NRI responds to investor inquiries and actively initiates conversations to create dialogue opportunities.

The opinions gathered from these conversations are incorporated into meetings of the Senior Management Committee and the Board of Directors and applied to management. For instance, when formulating the V2030 strategy, feedback received from these dialogues was considered in the decision-making process.

#### Main Themes of Dialogue in the Fiscal Year Ended March 2025

- ✓ AI strategy
- ✓ Financial Business Platform
- ✓ MTP2025
- ✓ Status of consideration for the next MTP
- ✓ Human capital
- ✓ Financial strategy
- ✓ M&A strategy

#### Main Activities in the Fiscal Year Ended March 2025

|                                      |  |
|--------------------------------------|--|
| Institutional investors and analysts | <ul style="list-style-type: none"> <li>• Number of investors met: 1,282 persons, 495 dialogues</li> <li>• Domestic: In addition to results briefing sessions for each quarter and individual interviews, the Company held small meetings, business information sessions, and sustainability briefings, etc., with executives. Participated in conferences held in Japan.</li> <li>• Overseas: In addition to holding face-to-face and online overseas roadshows, the Company participated in conferences held overseas.</li> </ul> |
| Individual investors                 | <ul style="list-style-type: none"> <li>• Individual investor information meetings: Total number of participants: 4,305 (live viewing plus on-demand viewing)</li> </ul>  |


#### Sustainability Dialogues with Investors

Since the fiscal year ended March 2018, NRI has held annual sustainability briefings with the aim of helping investors and other stakeholders deepen their understanding of NRI's sustainability management initiatives. For the fiscal year ended March 2025, instead of the conventional briefing format, we recognized the need to make greater use of two-way discussions with investors in our daily sustainability management. In December, three of our officers, including President Yanagisawa, held a "Sustainability Dialogue" with several institutional investors based on the Integrated Report 2024. This was a valuable opportunity for direct discussions, and participants evaluated it as being highly beneficial.

At the same time, the dialogue provided important insights. In particular, participants voiced requests such as "We would like NRI's challenges to be described more clearly in the Integrated Report" and "We would like you to work on modeling how investment in human and intellectual capital leads to improvements in financial indicators." We have sought to reflect these requests in the Integrated Report 2025 as well.

Going forward, NRI will continue to provide such opportunities for dialogue and further enhance the effectiveness of its sustainability management.



 Sustainability Dialogue with Investors  
[https://www.nri.com/en/sustainability/stakeholders/sustainability\\_briefing.html](https://www.nri.com/en/sustainability/stakeholders/sustainability_briefing.html)

# Stakeholder Map

Based on the NRI Group's Code of Business Principles, we strengthen our relationships with diverse stakeholders in Japan and overseas by sincerely listening to their opinions, while governing our own actions and striving to cooperate with everyone to build sustainable futures. This stakeholder map indicates how we will meet everyone's expectations via our relationships with various stakeholders and the actions of the NRI Group.

\*1 C&A (Challenge & Act) is a system for goal management and growth assistance at NRI.

\*2 e-partners are business partners with a particularly high level of expertise and information technology capability, and f-partners are other outstanding business partners essential for our solutions business.

| Major Stakeholders                      | Society<br>(including the global environment)  | Clients  |  | Employees  | Business partners  | Shareholders / investors  |
|---|--|--|--|--|--|---|
| <b>Expectations of Stakeholders</b>     | <p><b>Society</b></p> <ul style="list-style-type: none"> <li>Creation of social value via business</li> <li>Proposals for the Future Society</li> <li>Transparent and equitable corporate administration</li> </ul> <p><b>Global environment</b></p> <ul style="list-style-type: none"> <li>Initiatives to address climate change and conserve natural capital</li> </ul>  | <ul style="list-style-type: none"> <li>Provision of valuable services and solutions</li> <li>Cutting-edge proposals with insight into the future</li> <li>Provision of appropriate quality and services</li> <li>Co-creation of a thriving future society / ideal society / safe and secure society</li> </ul>   |  | <p><b>Decent work</b></p> <ul style="list-style-type: none"> <li>Fair and equitable evaluations and treatment</li> <li>Contribution to society via work</li> <li>Opportunities for learning and growth</li> <li>Comfortable workplace environment</li> <li>Mental and physical health</li> <li>Improved financial well-being</li> </ul>  | <ul style="list-style-type: none"> <li>Building and maintaining constructive relationships that allow mutual development</li> <li>Fair opportunities and transparent / equitable appointment</li> <li>Sustainability initiatives:                             <ul style="list-style-type: none"> <li>Compliance with the law and social norms, consideration of the environment and society (including human rights), etc.</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Improved corporate value (financial and non-financial)</li> <li>Substantial disclosure of information</li> <li>Enhancement and advancement of sustainability management</li> </ul>   |
| <b>Relationships with Stakeholders</b>  | <ul style="list-style-type: none"> <li>Social value creation via business (value co-creation with clients)                             <ul style="list-style-type: none"> <li>Policy proposals for society / systems, information &amp; knowledge sharing</li> <li>Sustainable social infrastructure</li> <li>Policy proposals on disaster prevention and support for disaster recovery</li> </ul> </li> <li>Participation in initiatives</li> <li>CO<sub>2</sub> reduction and renewable energy usage (Scope1+2)</li> <li>Scope3 CO<sub>2</sub> reduction</li> </ul>  | <ul style="list-style-type: none"> <li>Building relationships via business with growing together and respecting each other                             <ul style="list-style-type: none"> <li>Business model transformation</li> <li>Business process transformation</li> <li>Promotion of business platform services via business platforms</li> <li>IT infrastructure transformation</li> <li>Stable service operation</li> <li>Equitable quality control</li> </ul> </li> </ul>   |  | <ul style="list-style-type: none"> <li>Provision of stable employment and good treatment</li> <li>Job satisfaction</li> <li>Creation of environment where employees can take on challenges</li> <li>Creating a comfortable work environment</li> <li>Cultivation of good human relations</li> <li>Respecting human rights and complying with labor regulations</li> </ul>  | <ul style="list-style-type: none"> <li>Building mutual understanding and relationships of trust</li> <li>Honest treatment from an equal position</li> <li>Non-arbitrary appointments</li> <li>Sustainability actions:                             <ul style="list-style-type: none"> <li>Transactions according to the law and social norms, collaboration on the environment and society (including human rights), etc.</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Engagement with investors via IR activities, etc.</li> <li>Disclosure of information (financial / non-financial)</li> <li>Responding to requests of external assessment agencies</li> </ul>  |
| <b>Example Initiatives of NRI Group</b> | <ul style="list-style-type: none"> <li><b>Creation of social value through business:</b> Social DX, efforts to realize sustainable social infrastructure</li> <li><b>Engagement with society:</b> Global lobbying (WBCSD CFO network and climate bundle), various forums</li> <li><b>Environmental contribution:</b> Efforts for achieving Net-Zero in FY2050, CO<sub>2</sub> emission reductions via business platform services</li> </ul> <p><b>FY2024 results</b></p> <ul style="list-style-type: none"> <li>Greenhouse Gas emissions reduction rate (base year: FY2019) Scope1+2: △91%, Scope3: +1%</li> <li>Renewable energy utilization rate: 98%</li> </ul> | <ul style="list-style-type: none"> <li><b>Co-create a thriving future society:</b> Providing generative AI solutions to businesses; establishment of a joint venture specializing in IT consulting with financial institutions</li> <li><b>Co-create an optimal society:</b> Financial business platforms such as SaaS for financial institutions</li> <li><b>Reduction of CO<sub>2</sub> emissions via business platform services:</b> THE STAR, BESTWAY</li> <li><b>Co-create a safe and secure society:</b> Secure services for economic security and AI, private GPU environments</li> <li><b>Efforts for quality control</b></li> <li><b>AI risk management</b></li> </ul> <p><b>FY2024 results</b></p> <ul style="list-style-type: none"> <li>Revenue from business platforms contributing to an optimal society: ¥138.6 billion</li> <li>Revenue from safety and security-related businesses supporting a resilient society: ¥201.3 billion</li> <li>Investment to accumulate intellectual capital: ¥16.0 billion</li> <li>Number of serious risk occurrences: 1</li> </ul> |  | <ul style="list-style-type: none"> <li><b>C&amp;A system*1:</b> Fair and equitable evaluation system</li> <li><b>Opportunities for growth:</b> Talent management, training, target management system, internal open recruitment system</li> <li><b>D&amp;I:</b> Women's participation / promotion, on-boarding of mid-career hires, expanding opportunities for people with disabilities</li> <li><b>Work-style reform:</b> Promotion of working styles that accommodate diverse life events, health and productivity management, welfare / support program for employees and their families</li> <li><b>Improved engagement:</b> Engagement survey, 1-on-1 meetings, MVV dialogue</li> <li><b>Dialogue with employees:</b> Employee (union) meetings</li> </ul> <p><b>FY2024 results</b></p> <ul style="list-style-type: none"> <li>Degree of empathy with value co-creation (Domestic Group companies): 69%</li> <li>Employee engagement score (non-consolidated): 73</li> <li>Female opportunity offering rate (non-consolidated): 16%</li> </ul> | <ul style="list-style-type: none"> <li><b>Partnership activities:</b> e-partners, f-partner activities*2, management seminars, partner dialogue</li> <li><b>Procurement management:</b> Procurement based on the NRI Group Procurement Policy, procurement reviews, order management, payment management, promotion of compliance</li> <li><b>Promotion of sustainable procurement:</b> Agreements on the NRI Group Business Partner Code of Conduct, identifying business partners' status (using external evaluation, etc.), and assisting improvements (individual support and dialogue)</li> </ul> <p><b>FY2024 results</b></p> <ul style="list-style-type: none"> <li>Percentage of domestic Group business partners agreeing to the NRI Group Business Partner Code of Conduct or holding an equivalent standard: 85%</li> </ul> | <ul style="list-style-type: none"> <li><b>Efforts based on shareholder / investor expectations:</b> Group governance, Sustainability Committee, incorporation of sustainability elements in director compensation, external assurance of non-financial data</li> <li><b>Enhanced engagement:</b> Financial results meeting, analysts / investors' small meetings, business outlook briefing, investor interviews, information for individual investors, information release on website</li> <li>Conduct sustainability dialogues with investors (interactive dialogue on sustainability between investors and NRI management), etc.</li> <li><b>Evaluations from external assessment agencies:</b> Selected as a constituent of the Dow Jones Best-in-Class World Index, CDP Climate Change A-List, MSCI AAA, etc.</li> </ul> <p><b>FY2024 results</b></p> <ul style="list-style-type: none"> <li>Dow Jones Best-in-Class World Index: Selection</li> </ul> |
| <b>Relationship with Materiality</b>    |  |  |  |  |  |   |

Message from the CEO

NRI's Value Co-Creation

V2030

Growth Story for 2030

MTF2025

Value Creation

Value Creation Capital

Management Basis (ESG)

Corporate Information / Data



## Evolve Governance

Through Realization of Strategic Risk Control

### Governance Roundtable Discussion

# Initiatives for Effective Corporate Governance to Achieve Sustainable Growth and Enhance Medium- to Long-Term Corporate Value



**Kenkichi Kosakai**

Outside Director  
(Members of the Audit & Supervisory Committee)

**Tetsuji Ohashi**

Outside Director

**Masaaki Yamazaki**

Senior Corporate Managing Director,  
Member of the Board

#### Impressions of the Board of Directors

**Yamazaki** It has been a year since the structure of the Board of Directors changed, including the appointment of a new president and a new chairperson of the Board of Directors. What are your impressions of our Board of Directors?

**Ohashi** I feel it is a positive development that, due to changes in debate standards, there are fewer discussions on small-scale matters at Board of Directors meetings. Regarding the president's report before the start of Board of Directors meetings, I feel that the scope of the report has broadened compared with before. At present, the president's report is given before the Board of Directors meeting begins, but to further enhance its effectiveness, I think it could be incorporated into part of the Board of Directors meeting. While I sense that our Board of Directors still retains a certain degree of rigidity and formality, I would say overall it is being operated properly.

**Kosakai** It has been four years since I assumed the position of Audit & Supervisory Board member, and from the outset, I have felt that NRI is a company with sound governance in place. Compared with the past, there has been greater delegation of authority to the executive side, enabling the Board to evolve into a

forum where it can focus discussions on important themes. In the president's report given prior to Board of Directors meetings, reference is made not only to NRI's operating environment and challenges, but also to the industry as a whole and the domestic economy, and being able to share these points as the basis for discussions at the Board of Directors is extremely valuable. For that reason, I feel that more time could be allotted to the president's report. Having an opportunity to openly share what the president is thinking and concerned about is highly meaningful for us, and I believe it is also effective for the Board of Directors.

**Ohashi** I agree. Simply hearing about the concerns, thoughts, and priorities of the president helps us understand the direction the Company is aiming for. At the same time, it also gives us insight into the breadth of the president's interests and the extent of her network. I believe such a time is extremely important as a prelude to decision-making.

**Kosakai** The president's thoughts are extremely important for the Company. The explanations given by the president, and the time and space to gain a sense of the president's thinking, are valuable opportunities for us. As Director Ohashi mentioned, I believe it would be beneficial to communicate the president's thoughts even more proactively going forward.

#### Revitalizing the Board of Directors

**Yamazaki** I would like to hear your thoughts on further revitalizing the Board of Directors. If you have any ideas for improving the quality of discussions or requests for the executive side, please share them.

**Ohashi** Compared with discussions on individual matters, deliberations on major directions such as the medium-term plan tend to elicit many comments from outside directors. I imagine that within the Company, discussions are held to interpret the repeated points raised by outside directors. I believe this process is important. There is also value in asking the same questions or making the same comments multiple times, so I intend to continue actively sharing my views going forward.

Currently, NRI has a solid domestic business infrastructure, strong performance, and has secured the necessary talent. While there are some minor issues, I believe the Company is being managed on a solid footing. On the other hand, the challenge lies in our overseas business. Various initiatives are underway, but I would like to see deeper discussions at the Board of Directors to help guide these efforts in a positive direction.

**Kosakai** I recognize that the Board of Directors engages in thorough discussions, with outside directors contributing a wide range of questions and exchanges

of opinions, and I evaluate its effectiveness as being high. While this is a positive aspect, I am somewhat concerned about the Company's conservative stance. Over my four years serving as an Audit & Supervisory Board member, the business environment has been favorable, and the Company has achieved steady growth. However, as NRI advances its global expansion and with developments such as the emergence of AI, the business environment could change significantly. In the short term, authority should be delegated to the executive side, while the Board of Directors should focus its discussions on medium- to long-term matters. I believe it is precisely these discussions—focused on the sustainable enhancement of corporate value—that are important.

**Ohashi** The materials prepared to explain agenda items are very thorough; however, I believe that explanations that clearly identify key points and issues, rather than aiming for comprehensive coverage, would lead to more focused and in-depth discussions. Preparing pre-meeting explanatory videos that highlight only the main points and then concentrating on those points during the actual meeting would also be effective. From the perspective of an outside director, having these explanations provided via video rather than in person offers the benefit of being able to review them at a convenient time.

**Kosakai** For important topics, we receive explanations in advance at meetings of the Independent Executive Committee. As each outside director brings different experiences and perspectives, we are able to exchange opinions from multiple angles. This provides an extremely meaningful opportunity to consider a variety of viewpoints before arriving at a resolution on agenda items. Since discussions at the Board of Directors itself are limited by time, I believe that off-site discussions outside of the Board of Directors are valuable opportunities to explore topics in greater depth. While securing time for such sessions can be challenging, I think we should consider increasing these opportunities.

**Ohashi** To incorporate external perspectives, I believe it is also meaningful to directly hear opinions from the investors who observe our company. Such initiatives can lead to the discovery of new viewpoints. I recognize that, in addition to the Board of Directors, creating an environment where we can directly hear outside opinions is also important.

**Kosakai** I personally want to directly engage with diverse opinions. At NRI, while I do have opportunities to conduct hearings in my capacity as an Audit & Supervisory Board member, beyond that, I have few opportunities to speak with people other than the members of the Board. I believe it would be beneficial to have a venue where outside directors and the next generation of management personnel can engage in direct dialogue. Such opportunities are necessary to confirm whether there are any gaps in understanding between officers and employees. I am also interested in knowing what employees expect—and do not expect—from outside directors. Recently, when I served as a lecturer at an in-house training program, I was pleasantly surprised to discover that employees shared the same views and sense of issues as we do. I believe that increasing opportunities to hear such voices would further invigorate discussions at the Board of Directors.

**Ohashi** While strictly maintaining confidentiality obligations, I believe having senior managing directors attend the Board of Directors meetings as support



personnel for explanations would also help invigorate the Board. Providing these attending senior managing directors with opportunities to speak would eliminate the need for directors to be fully versed in every matter and would likely improve the quality of discussions.

**Yamazaki** I will take note of the view that not only Board of Directors meetings, but also prior preparation and sharing opinions with employees, can be effective.

### Transition to a Company with an Audit & Supervisory Committee

**Yamazaki** To enhance agility in business execution and strengthen oversight functions, we transitioned to a company with an Audit & Supervisory Committee following a resolution at the General Meeting of Shareholders held in June 2025. This allows us to make swifter decisions and deepen deliberations on more important management issues at the Board of Directors meetings. What are your expectations for the operation of the Board of Directors going forward?

**Kosakai** Even as a company with an Audit & Supervisory Board, we have taken pride in the fact that our governance and management oversight have been solid, and there have been no particular challenges. I do not believe that the change to a company with an Audit & Supervisory Committee will significantly alter our operations. In general, governance is strengthened when Audit & Supervisory Committee members hold voting rights at Board of Directors meetings. However, in our case, governance has already been sufficiently robust, and authority has already been delegated to the executive side, so I do not expect operations to change significantly.

**Yamazaki** How do you think your comments at the Board of Directors meetings will change now that you have become an Audit & Supervisory Committee member?

**Kosakai** By becoming an Audit & Supervisory Committee member, having voting rights may make it easier to speak up. Legally, the duties of an Audit & Supervisory Board member mainly involve assessing the legality and compliance of the Company's actions, but as an Audit & Supervisory Committee member, I am now also in a position to express opinions on appropriateness and rationality. At NRI, open comments at Board of Directors meetings have always been encouraged, and I have spoken freely, so I do not expect this to change drastically.

**Ohashi** Even after the transition to a company with an Audit & Supervisory Committee, I believe it is desirable to continually review debate standards at the



Board of Directors and to shift toward discussions and decision-making from a medium- to long-term perspective.

### Expectations, Requests, and Challenges for NRI

**Yamazaki** Please share your expectations, requests, and challenges for NRI.

**Kosakai** I believe it would be desirable to break away somewhat from the Company's conservative aspects. Until now, NRI's DNA and corporate culture have aligned well with society's needs, enabling steady growth. However, as society becomes more complex and the economic environment changes, the pursuit of diversity will become increasingly important. While NRI is focusing on promoting the active participation of women, I feel that diversity is still insufficient. Expanding diversity would allow for a certain number of people with mindsets capable of breaking away from fixed ideas, and it would not be a bad thing if unexpected ideas emerged from such individuals.

In addition, I have the impression that our organizational structure, which operates on a matrix management basis of business units and committees, functions somewhat conservatively. From the perspective of taking on challenges, the vertical and horizontal frameworks are rigid, making flexible responses difficult. For example, in the case of AI, it can be difficult for business units, which bear profit-and-loss responsibility, to take certain initiatives. However, from a growth perspective, in addition to business units with profit-and-loss responsibility, non profit divisions that will support future business could take a leading role. At present, I feel there is not much discussion of this sort at the Board of Directors meetings. I think the Board of Directors should also discuss what kind of activities are being carried out and how many resources and human capital are being invested.

**Ohashi** In the domestic business, there is no issue with focusing on achieving the plans set at the

beginning of the fiscal year, but if we are to fully commit to overseas business, a long-term perspective is essential. For that, the president must demonstrate a strong commitment and show a stance that supports the long-term strategy.

In addition, starting from the fiscal year ended March 2025, ROE has been added as a performance indicator for calculating directors' compensation, and I sense a trend toward management that emphasizes capital efficiency. However, going forward, a balance sheet perspective will also be necessary.

**Kosakai** I feel that we need to further evolve our segment management. In addition to profit and loss, it is necessary to incorporate an asset-based perspective. As we advance various initiatives, including acquisitions, evolving our segment management to enhance capital efficiency, and shifting each segment toward management that also keeps the balance sheet in mind, will be desirable.

**Yamazaki** What should be the trigger for that? While we have declared our intention to utilize intellectual assets, I also recognize the challenges in terms of sufficient accumulation and accelerating investment.

**Ohashi** In the financial IT domain, a business model that leverages business platform-type intellectual assets has been established, which is an outstanding achievement. On the other hand, in the industrial IT domain, it will be necessary to formulate a long-term strategy to determine in which areas we have strengths and how to advance standardization and platformization. In addition, I hope to see the emergence of new asset-based businesses, such as social DX, one after another.

**Kosakai** An order-based business that is driven by customer requests remains a "point" business, so the challenge lies in building a "plane"-expanding business. Until now, our business may have been more of a single-focus type, but as we aim for the ¥1 trillion level, I believe we are at a phase where a shift is needed and at a turning point in our thinking.

In addition, given the current delay in Japan's IT adoption, I hope to see NRI take the lead in transforming Japan's IT. I would like us to move forward with the mindset that the delay in Japan's IT adoption is something of a disgrace to the Company.




# NRI's Corporate Governance

NRI works to enhance its corporate governance based on the recognition that corporate governance consists of mechanisms for transparent, fair, timely, and accurate decision-making based on the perspectives of stakeholders, including society, clients, employees, business partners, and shareholders.

## Transition to a Company with an Audit & Supervisory Committee

On June 20, 2025, following approval at the 60th Ordinary General Meeting of Shareholders, NRI transitioned to a company with an Audit & Supervisory Committee. This will enable us to improve agility in business execution and enhance supervisory functions, and we will continue working to enhance corporate value.

 NRI Corporate Governance Guidelines  
<https://www.nri.com/en/company/governance#guidelines>

## Basic Approach to Corporate Governance

### (1) Cooperation with stakeholders

NRI respects the interests of stakeholders and cooperates with them in an appropriate manner. In particular, with regard to shareholders, NRI takes the proper measures so that rights are substantially secured, in addition to ensuring substantial equality.

### (2) Information disclosure and communication

NRI discloses information as stipulated by laws and by the regulations of the Tokyo Stock Exchange, and information that assists its stakeholders in understanding NRI and its operations properly, in a timely, accurate, and fair manner, to secure transparency as well as to engage in constructive dialogue with its shareholders.

### (3) Corporate governance system

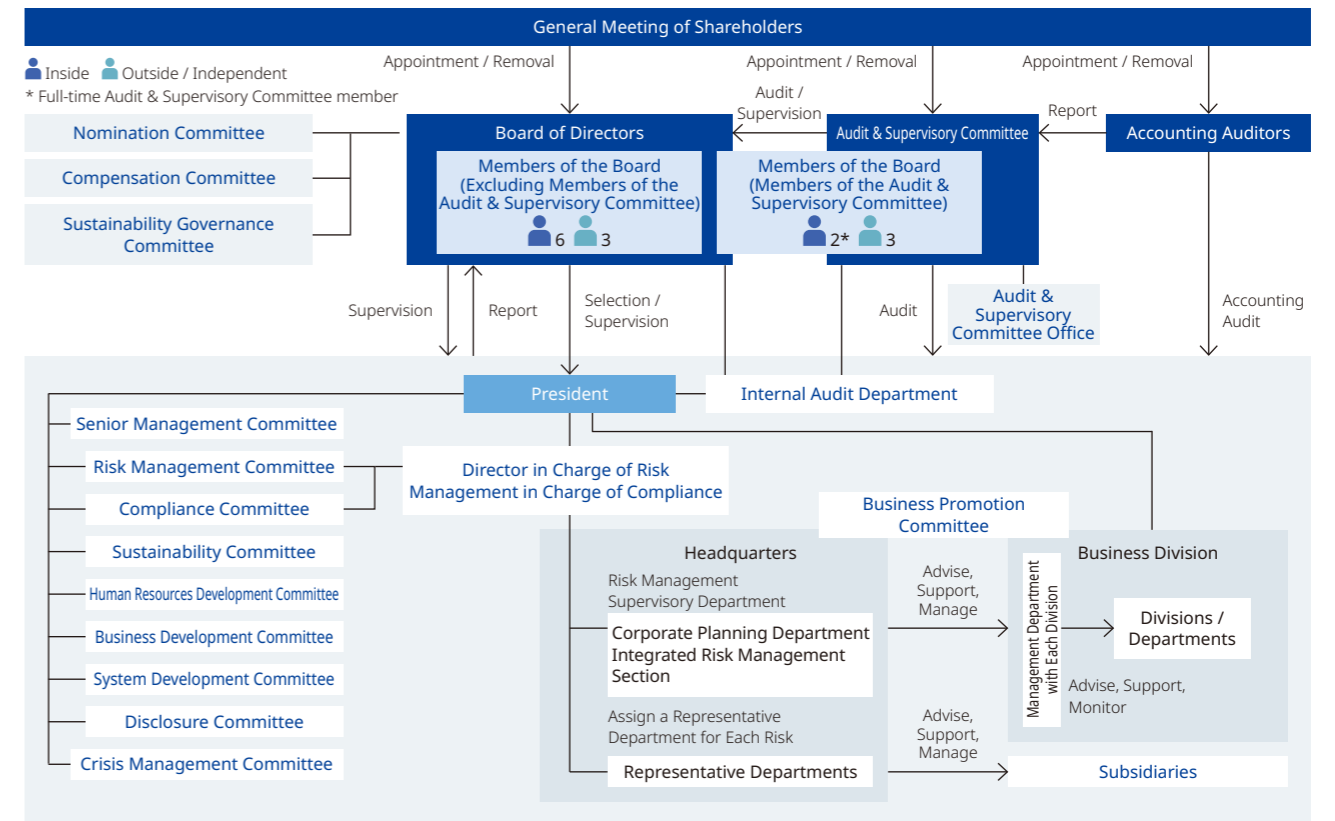
NRI is strengthening its management monitoring functions based on the Audit & Supervisory Board System through the appointment of independent directors and independent Audit & Supervisory Board members, as well as the establishment of bodies that are mainly composed of independent directors appointed to advise the Board of Directors.

### Main Corporate Governance Efforts Since Listing

|      |   |
|------|---|
| 2002 | <ul style="list-style-type: none"> <li>Introduced an executive officer system to assist in separating management and execution functions</li> <li>Appointed independent outside directors</li> </ul>  |
| 2003 | <ul style="list-style-type: none"> <li>Formulated the NRI Group's Ethical Code (revised to the NRI Group's Code of Business Principles in 2010) and the NRI Group Employees' Code of Business Conduct</li> </ul>  |
| 2005 | <ul style="list-style-type: none"> <li>Established the Compensation Committee comprising outside experts to enhance transparency in regard to executive compensation</li> </ul>   |
| 2008 | <ul style="list-style-type: none"> <li>Initial release of the Long-Term Management Vision: Vision2015</li> <li>Took part in an electronic voting platform for institutional investors as part of efforts to maximize opportunities for shareholders to exercise their voting rights</li> </ul>  |
| 2010 | <ul style="list-style-type: none"> <li>Appointed a non-executive director to chair the Board of Directors to separate supervisory and execution functions</li> </ul>  |
| 2015 | <ul style="list-style-type: none"> <li>Increased the number of independent outside directors from two to three</li> <li>Established the Independent Executives Meeting consisting of independent outside directors and independent outside Audit &amp; Supervisory Board members</li> <li>Revised the NRI Group's Code of Business Principles completely</li> </ul> |
| 2016 | <ul style="list-style-type: none"> <li>Initial release of the Medium-Term Management Plan (from FY March 2017 to FY March 2019)</li> <li>Implemented the evaluations of the Board of Directors' effectiveness</li> </ul>  |
| 2017 | <ul style="list-style-type: none"> <li>Newly established the Nomination Committee, comprising mainly independent directors</li> <li>Changed the main members of the Compensation Committee from outside experts to independent directors</li> </ul>   |
| 2018 | <ul style="list-style-type: none"> <li>Abolished the stock option plan and introduced the Restricted Stock Compensation Plan</li> </ul>   |
| 2022 | <ul style="list-style-type: none"> <li>In order to clarify the roles of members of the Board and senior managing directors, the president and other positions with the titles of members of the Board and senior managing directors have been consolidated into senior managing directors</li> </ul>  |
| 2025 | <ul style="list-style-type: none"> <li>Transition from a company with Board of Corporate Auditors to a company with Audit &amp; Supervisory Committee</li> </ul>  |

## Corporate Governance Structure

For the Board of Directors and the Audit & Supervisory Board, see P.106  
 For Internal Controls, Corporate Ethics, and Compliance, see P. 116-117



## Roles and Composition of Committees

\* Committee Chair

|                                     |                         |   |   |
|-------------------------------------|-------------------------|---|---|
| Nomination Committee                | Objective and authority | The committee deliberates, from an objective and fair perspective, on the appropriateness of the development and implementation of succession planning for the president, as well as the selection of candidates for directors and the president. |   |
|                                     | Composition             | The majority of the committee members are independent outside directors.  |   |
| Compensation Committee              | Objective and authority | The committee deliberates, from an objective and fair perspective, on the compensation system and standards for directors, as well as individual compensation for each director (excluding members of the Audit & Supervisory Committee).         |   |
|                                     | Composition             | The majority of the committee members are independent outside directors.  |   |
| Sustainability Governance Committee | Objective and authority | The committee deliberates on the Group's sustainability management framework and key materiality issues.  |   |
|                                     | Composition             | It is composed of directors, including at least one independent outside director.   |   |
| Nomination Committee                | Members                 | Shingo Konomoto*  | Chairman, Member of the Board   |
|                                     | Members                 | Kaga Yanagisawa   | President & CEO, Member of the Board, Representative Director                 |
| Compensation Committee              | Members                 | Masaaki Yamazaki*   | Senior Corporate Managing Director, Member of the Board                       |
|                                     | Members                 | Shingo Konomoto   | Chairman, Member of the Board   |
| Sustainability Governance Committee | Members                 | Kaga Yanagisawa*  | President & CEO, Member of the Board, Representative Director                 |
|                                     | Members                 | Ken Ebato   | Senior Executive Vice President, Member of the Board, Representative Director |
| Nomination Committee                | Members                 | Tetsuji Ohashi  | Outside director  |
|                                     | Members                 | Hideki Kobori   | Outside director  |
| Compensation Committee              | Members                 | Tetsuji Ohashi  | Outside director  |
|                                     | Members                 | Hideki Kobori   | Outside director  |
| Sustainability Governance Committee | Members                 | Eriko Asai  | Outside director  |
|                                     | Members                 | Kenkichi Kosakai  | Outside director  |
| Nomination Committee                | Members                 | Eriko Asai  | Outside director  |
|                                     | Members                 | Kenkichi Kosakai  | Outside director  |
| Compensation Committee              | Members                 | Eriko Asai  | Outside director  |
|                                     | Members                 | Kenkichi Kosakai  | Outside director  |
| Sustainability Governance Committee | Members                 | Fumihiko Sagano   | Senior Executive Managing Director, Member of the Board                       |
|                                     | Members                 | Masaaki Yamazaki  | Senior Corporate Managing Director, Member of the Board                       |
| Nomination Committee                | Members                 | Hiroko Kawasaki   | Outside director  |
|                                     | Members                 |   |   |

**Roles and Activities of Governance Bodies**

| Name of the organization [Frequency]         | Objective and authority  | Head of the organization  |
|--|--|---|
| Senior Management Committee [1/wk]           | The committee meets in principle to deliberate on important issues involving corporate management in order to achieve consistent business execution and decision-making.   | President & CEO, Member of the Board, Representative Director Kaga Yanagisawa |
| Integrated Risk Management Committee [2/yr]  | Based on instructions given by the president, the committee deliberates on important issues concerning risk management, including system failure, information security, and business continuity.   | Senior Corporate Managing Director, Member of the Board Masaaki Yamazaki      |
| Compliance Committee [2/yr]                  | The committee deliberates on the issues concerning the promotion of ethical and compliance management covering the improvement of structures to comply with corporate ethics and laws and the prevention of violation reoccurrences, based on instructions given by the president. | Senior Corporate Managing Director, Member of the Board Masaaki Yamazaki      |
| Sustainability Committee [2/yr]              | The committee deliberates important matters related to sustainability, based on the instructions of the president & CEO.   | Senior Corporate Managing Director, Member of the Board Masaaki Yamazaki      |
| Human Resources Development Committee [8/yr] | The committee deliberates on important issues concerning development and training of employees, based on instructions given by the president.  | Senior Corporate Managing Director, Member of the Board Masaaki Yamazaki      |
| Business Development Committee [-40/yr]      | The committee deliberates on important issues concerning investments in research and development, planned businesses, and investments, such as the acquisition of securities, based on instructions given by the president.  | Senior Managing Director Takao Yamaguchi                                      |
| System Development Committee [-150/yr]       | The committee deliberates on important issues concerning proposals and quotations to clients, as well as on their development and release of IT solution-related systems, based on instructions given by the president.  | Senior Corporate Managing Director Tetsuro Watanabe                           |
| Disclosure Committee [9/yr]                  | The committee deliberates on important issues concerning the disclosure of the Annual Securities Report and other documents, based on instructions given by the president.   | Senior Managing Director Takao Yamaguchi                                      |
| Crisis Management Committee [As needed]      | Based on instructions given by the president, the committee will promptly develop and support systems at the time of a crisis, including natural disasters, infectious diseases, system failure, and information security emergencies.   | Senior Corporate Managing Director, Member of the Board Masaaki Yamazaki      |
| Business Promotion Committee [1/mo]          | The committee involves administrative departments from the headquarters and management departments within business divisions and seeks to establish highly effective and efficient internal controls.  | Senior Managing Director Takao Yamaguchi                                      |

**Structure of the Board of Directors**

The Board of Directors is well-balanced, comprising executive directors, non-executive directors, and outside directors, to ensure appropriate decision-making and supervision from diverse perspectives, including execution, supervision, and third-party viewpoints. To this end, one-third or more of the directors are independent outside directors, and the Chair of the Board of Directors is a non-executive director, thereby achieving separation of supervision and execution.

The members of the Board shall be no more than 15, of which up to 5 may serve as members of the Board who are Audit & Supervisory Committee members. In forming the overall composition of the Board of Directors, consideration is given to achieving a balance of experience in the Company's businesses, corporate management, risk management, corporate finance, and overseas businesses, as well as gender, nationality, professional experience, and accumulated knowledge in light of the medium- to long-term management strategies.

**Structure of the Board of Directors (As of June 20, 2025)**

| Name<br>(Female)<br>(* Chairperson) | Expected strategy-related knowledge |        |                 | Area of expertise    |          |                             |                          |                      | Main experience and license in the area of expertise          |                             |
|-------------------------------------|-------------------------------------|--------|-----------------|----------------------|----------|-----------------------------|--------------------------|----------------------|---|-----------------------------|
|                                     | Innovation                          | Global | Human resources | Corporate management | Business | Governance, Risk management | Finance, Accounting, M&A | Environment, Society | Experience  | License                     |
| Shingo Konomoto*                    | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | CEO of the Company  |                             |
| Yo Akatsuka                         | ○                                   | ○      | ○               |                      |          | ●                           | ●                        |                      | Officer of a securities company                               |                             |
| Kaga Yanagisawa ●                   | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | CEO of the Company  |                             |
| Ken Ebato                           | ○                                   |        | ○               |                      | ●        | ●                           | ●                        |                      | Senior Executive Vice President of the Company                |                             |
| Fumihiko Sagano                     |                                     | ○      | ○               |                      | ●        | ●                           |                          |                      | Consulting (Supervising), IT Solutions (Supervising)          |                             |
| Masaaki Yamazaki                    | ○                                   |        | ○               |                      | ●        | ●                           |                          | ●                    | IT Solutions (Division Manager), Corporate (Head)             |                             |
| Tetsuji Ohashi                      | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | CEO of a listed company                                       |                             |
| Hideki Kobori                       | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | CEO of a listed company                                       |                             |
| Eriko Asai ●                        | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | CEO of a foreign-affiliated company                           |                             |
| Yoichi Inada                        | ○                                   |        | ○               |                      | ●        | ●                           |                          |                      | IT Solutions (Division Manager), Corporate (Division Manager) |                             |
| Takeshi Hihara                      |                                     | ○      | ○               |                      |          | ●                           |                          | ●                    | Corporate (Head)  |                             |
| Kenkichi Kosakai                    | ○                                   | ○      | ○               | ●                    |          |                             |                          |                      | Senior Executive Vice President and CFO of a listed company   |                             |
| Hiroko Kawasaki ●                   | ○                                   |        | ○               |                      |          | ●                           |                          | ●                    | Officer of a listed company                                   |                             |
| Takayuki Nakagawa                   |                                     | ○      | ○               |                      |          | ●                           | ●                        |                      | Vice Executive Director of an audit corporation               | Certified public accountant |

■ Member of the Board, Inside   
 ■ Member of the Board, Outside / Independent  
■ Member of the Board (Member of the Audit & Supervisory Committee), Inside  
■ Member of the Board (Member of the Audit & Supervisory Committee), Outside / Independent

**Content of Skill Categories**

➤ **1. Approach and Structure for the Classification of Knowledge, Etc.**

| Expected strategy-related knowledge  |                           | Area of expertise  | Main experience and license in the area of expertise  |
|--|---------------------------|--|---|
| Items in which the demonstration of knowledge for the attainment of business strategy is expected. The items are set based on the growth strategy stated in the Medium-Term Management Plan. |                           | Areas of expertise needed to drive business strategy. The demonstration of multifaceted knowledge about promotion of business and risk policies, etc., from the perspective of the area of expertise are expected. | The type and depth of knowledge that each member of the Board possesses with respect to his/her area of expertise is expressed in terms of experience and licenses. |
| Item   | Pillar of growth strategy | Area of expertise  | Details   |
| Innovation   | Strengthen DX             | Corporate management   | Broad expertise that is not confined to a specific area   |
|  |                           |  | Business  |
| Global   | Global                    | Governance, Risk management  | Expertise in overseeing management issues from a business management perspective, including internal control and quality supervision                                |
|  |                           |  | Finance, Accounting, M&A  |
| Human Resources  | Management                | Environment, Society   | Expertise in orienting management based on knowledge of ESG and SDGs  |

➤ **2. Approach for "Expected Strategy-Related Knowledge"**

- As for Innovation and Global, "○" indicates that there is high expectation based on consideration of the length of experience, details of experience, etc.
- Management of human resources, which are the source of the Company's strength, is the key to its growth, and the Company expects all members of the Board and Audit & Supervisory Board members, who also have experience in managing large organizations and corporations, to demonstrate multifaceted knowledge based on their individual experiences.
- The company expects members of the Board and Audit & Supervisory Board members to be able to demonstrate their knowledge for all strategies leveraging experience in corporate management through global companies and in Companies that have achieved growth through innovation.

➤ **3. Knowledge about Overall Business Administration**

- In addition to the above, the Company expects all members of the Board and Audit & Supervisory Board members to demonstrate multifaceted knowledge, taking advantage of their respective areas of expertise.

# NRI Executives

## Members of the Board (excluding Audit and Supervisory Committee Members)

New election Executive Non-executive Outside Independent



Non-executive

### Shingo Konomoto

Date of birth: February 11, 1960  
**Chairman, Member of the Board**  
**Chairperson of the Board of Directors** (269,621 shares)  
 Apr. 1985 Joined the Company  
 Jun. 2015 Representative Director, Member of the Board  
 Jun. 2024 Chairman, Member of the Board, Chairperson of the Board of Directors (present)

<Important concurrent positions>  
 Outside Director of SONY GROUP CORPORATION  
 Non-executive Director of Kirin Holdings Company, Limited



Executive

### Ken Ebato

Date of birth: October 28, 1963  
**Senior Executive Vice President, Member of the Board,**  
**Representative Director, Supervising of Consulting,**  
**Supervising of Financial IT Solutions,**  
**Supervising of IT Platform Services** (214,209 shares)  
 Apr. 1987 Joined the Company  
 Jun. 2021 Member of the Board, Senior Executive Managing Director  
 Apr. 2022 Representative Director, Member of the Board (present)



Non-executive Outside Independent

### Tetsuji Ohashi

Date of birth: March 23, 1954  
**Member of the Board** (—)  
 Apr. 1977 Joined Komatsu Ltd.  
 Jan. 2004 President and Chief Operating Officer (COO) of Komatsu America Corp.  
 Apr. 2007 Executive Officer of Komatsu Ltd.  
 Jun. 2009 Director and Senior Executive Officer of Komatsu Ltd.  
 Apr. 2012 Director and Senior Executive Officer of Komatsu Ltd.  
 Apr. 2013 President and Representative Director, and CEO of Komatsu Ltd.  
 Apr. 2019 Chairperson of the Board and Representative Director of Komatsu Ltd.  
 Jun. 2021 Member of the Board of the Company (present)  
 Apr. 2022 Chairperson of the Board and Director of Komatsu Ltd.  
 Apr. 2025 Director of Komatsu Ltd.  
 Jun. 2025 Senior Advisor of Komatsu Ltd. (present)  
 <Important concurrent positions>  
 Senior Advisor of Komatsu Ltd.  
 Outside Director of Yamaha Motor Co., Ltd.  
 Outside Director of Asahi Group Holdings, Ltd.



Non-executive

### Yo Akatsuka

Date of birth: July 14, 1965  
**Vice Chairman, Member of the Board** (31,300 shares)  
 Apr. 1990 Joined The Nomura Securities Co., Ltd. (currently, Nomura Holdings, Inc.)  
 Jun. 2022 Vice Chairman, Member of the Board of the Company (present)



Executive

### Fumihiko Sagano

Date of birth: July 5, 1965  
**Senior Executive Managing Director,**  
**Member of the Board, Supervising of Consulting,**  
**Supervising of Industrial IT Solutions** (117,600 shares)  
 Apr. 1990 Joined the Company  
 Jun. 2024 Member of the Board (present)



Non-executive Outside Independent

### Hideki Kobori

Date of birth: February 2, 1955  
**Member of the Board** (2,600 shares)  
 Apr. 1978 Joined Asahi Chemical Industry Co., Ltd. (currently, ASAHI KASEI CORPORATION)  
 Apr. 2008 Director of Asahi Kasei Microdevices Corporation, Senior Executive Officer of Asahi Kasei Microdevices Corporation  
 Apr. 2010 President & Representative Director of Asahi Kasei Microdevices Corporation  
 Apr. 2012 Senior Executive Officer of Asahi Kasei Microdevices Corporation  
 Jun. 2012 Director of ASAHI KASEI CORPORATION, Senior Executive Officer of ASAHI KASEI CORPORATION  
 Apr. 2014 Representative Director of ASAHI KASEI CORPORATION, Primary Executive Officer of ASAHI KASEI CORPORATION  
 Apr. 2016 President and Representative Director of ASAHI KASEI CORPORATION, Presidential Executive Officer of ASAHI KASEI CORPORATION  
 Apr. 2022 Chairman and Representative Director of ASAHI KASEI CORPORATION  
 Apr. 2023 Chairman and Director of ASAHI KASEI CORPORATION (present)  
 Jun. 2023 Member of the Board of the Company (present)  
 <Important concurrent positions>  
 Chairman and Director of ASAHI KASEI CORPORATION  
 Outside Director of SEIKO GROUP CORPORATION



Executive

### Kaga Yanagisawa

Date of birth: May 3, 1967  
**President & CEO**  
**Member of the Board, Representative Director** (62,066 shares)  
 Apr. 1991 Joined the Company  
 Jun. 2024 President & CEO, Member of the Board, Representative Director (present)



New election Executive

### Masaaki Yamazaki

Date of birth: August 10, 1967  
**Senior Corporate Managing Director,**  
**Member of the Board, Supervising of Corporate**  
**Headquarters, Head of Corporate Administration,**  
**Corporate Strategy and IR** (58,283 shares)  
 Apr. 1992 Joined the Company  
 Jun. 2025 Member of the Board (present)



New election Non-executive Outside Independent

### Eriko Asai

Date of birth: May 11, 1968  
**Member of the Board** (—)  
 Apr. 1992 Joined Sony Corporation (currently, SONY GROUP CORPORATION)  
 Dec. 2003 Joined Microsoft Co., Ltd. (currently, Microsoft Japan Co., Ltd.)  
 May 2011 Joined GE Healthcare Japan Corporation  
 Feb. 2013 Senior Managing Director of GE Japan Corporation (currently, GE Japan Inc.; the same hereinafter)  
 Apr. 2015 Senior Executive Managing Director of GE Japan Corporation  
 Jan. 2018 President of GE Japan Inc.  
 Aug. 2023 Director, Co-Founder and Partner of Trinity Indo-Pacific Partners Pte. Ltd. (present)  
 Jun. 2025 Member of the Board of the Company (present)  
 <Important concurrent position>  
 Director, Co-Founder and Partner of Trinity Indo-Pacific Partners Pte. Ltd.

## Members of the Board (Members of the Audit & Supervisory Committee)



New election

### Yoichi Inada

Date of birth: December 13, 1964  
**Member of the Board (Member of the Audit & Supervisory Committee) (full-time)** (82,825 shares)  
 Apr. 1988 Joined the Company  
 Jun. 2023 Audit & Supervisory Board Member  
 Jun. 2025 Member of the Board (Member of the Audit & Supervisory Committee) (present)



New election Outside Independent

### Hiroko Kawasaki

Date of birth: September 21, 1963  
**Member of the Board (Member of the Audit & Supervisory Committee)** (1,000 shares)  
 Apr. 1987 Joined NIPPON TELEGRAPH AND TELEPHONE CORPORATION  
 Jun. 2000 Joined NTT DOCOMO, INC.  
 Jun. 2017 Senior Vice President of NTT DOCOMO, INC. Representative Director, President of DOCOMO CS Hokuriku, Inc.  
 Jun. 2021 Managing Director of DOCOMO Systems, Inc.  
 Jun. 2022 Member of the Board of Directors, Audit and Supervisory Committee Member of NTT DOCOMO, INC.  
 Jun. 2023 Director, Audit and Supervisory Committee Member of ENEOS Holdings, Inc.  
 Jun. 2024 Director, Chairman of the Board of Directors of ENEOS Holdings, Inc. (present)  
 Jun. 2025 Member of the Board (Member of the Audit & Supervisory Committee) of the Company (present)  
 <Important concurrent positions>  
 Outside Director of ENEOS Holdings, Inc.  
 Outside Director of Mitsubishi Shokuhin Co., Ltd.  
 Outside Director of THK CO., LTD.

## Managing Directors and Fellows

NRI makes a distinction between the Board of Directors' decision-making on management strategy and business execution function, and the authority and responsibilities for business execution are largely delegated to senior managing directors, etc.

### Senior Corporate Managing Directors

|                  |                   |                  |
|------------------|-------------------|------------------|
| Tomohiko Noguchi | Shigekazu Ohmoto  | Kazuya Kobayashi |
| Akira Matsumoto  | Hiroyuki Nakayama | Akihiro Kamei    |
| Tetsuro Watanabe | Hiroshi Koike     |                  |

### Senior Managing Directors

|                     |                    |                   |
|---------------------|--------------------|-------------------|
| Katsutoshi Murakami | Hideki Saito       | Akiko Tabaru      |
| Yasushi Kobara      | Takefumi Ikeya     | Hirofumi Miyatake |
| Hiroyuki Kawanami   | Noriyuki Takeda    | Takashi Yagi      |
| Sonoko Kitagawa     | Toshifumi Hara     | Junji Hatoya      |
| Jun Odashima        | Masashi Shimizu    | Tomonori Utsumi   |
| Koji Shimizu        | Noriyuki Kobayashi | Youji Minamigawa  |
| Noriyasu Kogure     | Takao Yamaguchi    |                   |
| Kotaro Gunji        | Masakazu Amamiya   |                   |



New election

### Takeshi Hihara

Date of birth: October 19, 1965  
**Member of the Board (Member of the Audit & Supervisory Committee) (full-time)** (60,013 shares)  
 Apr. 1991 Joined the Company  
 Jun. 2024 Audit & Supervisory Board Member  
 Jun. 2025 Member of the Board (Member of the Audit & Supervisory Committee) (present)



New election Outside Independent

### Takayuki Nakagawa

Date of birth: January 28, 1964  
**Member of the Board (Member of the Audit & Supervisory Committee)** (—)  
 Apr. 1987 Joined Asahi Shinwa & Co. (currently, KPMG AZSA LLC)  
 Mar. 1990 Registered as a certified public accountant  
 Sep. 1994 Joined Tokyo Akasaka & Co. (currently, GYOSEI & CO.; the same hereinafter)  
 Jan. 1999 Senior Partner of Tokyo Akasaka & Co.  
 Oct. 1999 Board Member, Partner of Tokyo Hokuto & Co. (currently, GYOSEI & CO.)  
 Jul. 2017 Vice Executive Director, Partner of GYOSEI & CO. General Manager of Head Office Tokyo of GYOSEI & CO. (present)  
 Jun. 2025 Member of the Board (Member of the Audit & Supervisory Committee) of the Company (present)  
 <Important concurrent position>  
 Vice Executive Director, Partner of GYOSEI & CO.



New election Outside Independent

### Kenkichi Kosakai

Date of birth: August 9, 1953  
**Member of the Board (Member of the Audit & Supervisory Committee)** (2,600 shares)  
 Apr. 1976 Joined Mitsubishi Chemical Industries Limited (currently, Mitsubishi Chemical Corporation)  
 Jun. 2010 Director of the Board, Managing Executive Officer of Mitsubishi Tanabe Pharma Corporation  
 Apr. 2014 Managing Executive Officer of Mitsubishi Chemical Holdings Corporation  
 Jun. 2015 Representative Corporate Executive Officer, Senior Managing Corporate Executive Officer, Chief Financial Officer of Mitsubishi Chemical Holdings Corporation  
 Apr. 2017 Representative Corporate Executive Officer, Deputy CEO, Chief Financial Officer of Mitsubishi Chemical Holdings Corporation  
 Jun. 2017 Director of the Board, Representative Corporate Executive Officer, Deputy CEO, Chief Financial Officer of Mitsubishi Chemical Holdings Corporation  
 Jun. 2019 Adviser of Mitsubishi Chemical Holdings Corporation  
 Jun. 2021 Audit & Supervisory Board Member of the Company  
 Jun. 2025 Member of the Board (Member of the Audit & Supervisory Committee) of the Company (present)  
 <Important concurrent position>  
 Outside Director of DAI-DAN CO., LTD.

Notes:  
 1. Members of the Board were selected at the Ordinary General Meeting of Shareholders held on June 20, 2025.  
 2. Figures in parentheses indicate the number of the Company's shares held as of March 31, 2025, including holdings in the executive share ownership plan.

### Managing Directors

|                   |                 |                |
|-------------------|-----------------|----------------|
| Masaki Katayama   | Tomoaki Takagi  | Tomotake Okuda |
| Shinichi Kuriyama | Kenji Kobayashi | Hiroo Yoshida  |
| Masaaki Komiya    | Akihiro Matsue  | Takehide Ohta  |
| Takahiko Inaba    | Koichi Ogiso    | Shoko Aizawa   |
| Kouji Kobayashi   | Shohei Ishiwata | Yuichi Kondo   |

### Research Director

Fumihiko Kamio

### Fellows

Minoru Aoshima Shinichiro Umeya

## Status of Activities of the Board of Directors and Advisory Committees

Attendance at meetings of the Board of Directors, the Audit & Supervisory Committee, and the Advisory Committees for FY March 2025 is as follows:

| Category                          | Name             | Role Type     | Board of Directors | Audit & Supervisory Board | Nomination Committee | Compensation Committee |
|-----------------------------------|------------------|---------------|--------------------|---------------------------|----------------------|------------------------|
| Members of the Board              | Shingo Konomoto  | Non-executive | 14/14 times        | —                         | 4/4 times            | 4/4 times              |
|                                   | Yo Akatsuka      | Non-executive | 14/14 times        | —                         | —                    | —                      |
|                                   | Kaga Yanagisawa  | Executive     | 11/11 times*       | —                         | 4/4 times            | —                      |
|                                   | Ken Ebato        | Executive     | 14/14 times        | —                         | —                    | —                      |
|                                   | Hidenori Anzai   | Executive     | 14/14 times        | —                         | —                    | 4/4 times              |
|                                   | Fumihiko Sagano  | Executive     | 11/11 times*       | —                         | —                    | —                      |
|                                   | Shinoi Sakata    | Outside       | 14/14 times        | —                         | 4/4 times            | 4/4 times              |
|                                   | Tetsuji Ohashi   | Outside       | 14/14 times        | —                         | 4/4 times            | 4/4 times              |
|                                   | Hideki Kobori    | Outside       | 14/14 times        | —                         | 4/4 times            | 4/4 times              |
| Audit & Supervisory Board Members | Yoichi Inada     | Full-time     | 14/14 times        | 17/17 times               | —                    | —                      |
|                                   | Takeshi Hihara   | Full-time     | 11/11 times*       | 13/13 times*              | —                    | —                      |
|                                   | Kenkichi Kosakai | Outside       | 14/14 times        | 17/17 times               | —                    | —                      |
|                                   | Naruhito Minami  | Outside       | 14/14 times        | 17/17 times               | —                    | —                      |
|                                   | Yasuko Takazawa  | Outside       | 14/14 times        | 17/17 times               | —                    | —                      |

\* After assuming the post on June 21, 2024

### Board of Directors

The Board of Directors delegates a substantial portion of authority and responsibility for business execution to directors, senior managing directors, and others, and is responsible solely for making decisions on basic matters related to organization-wide business execution and for supervising the execution of duties by directors.

In the fiscal year ended March 2025, the Board of Directors met 14 times and mainly deliberated on the following matters.

#### Main Contents Deliberated

| Classification   | Main contents of deliberations and consideration  |
|--|---|
| Management / business strategy   | <ul style="list-style-type: none"> <li>Management policy</li> <li>Global strategy</li> <li>Client proposal projects</li> <li>Status of investee companies</li> <li>Business plan (budget formulation)</li> <li>AI strategy</li> <li>Business investments</li> </ul>   |
| Executive appointment matters (including remuneration) and personnel matters for employees | <ul style="list-style-type: none"> <li>Officer appointment matters</li> <li>Reports from each committee</li> <li>Matters related to directors' compensation</li> <li>Human capital</li> </ul>   |
| Sustainability   | <ul style="list-style-type: none"> <li>Initiatives by Sustainability Committee</li> </ul>   |
| Policy on finance, reporting, and IR   | <ul style="list-style-type: none"> <li>Financial strategy</li> <li>Status of annual and quarterly reporting</li> <li>Status of monthly results</li> <li>Policy on surplus and dividends</li> <li>Capital policy</li> <li>Annual Securities Report</li> <li>Status of funds and finances</li> <li>IR status</li> </ul> |
| Corporate governance, risk management, and internal controls                               | <ul style="list-style-type: none"> <li>Organizational structure</li> <li>Board of Directors' operation policy</li> <li>Response to information security</li> <li>Evaluation of efficacy of Board of Directors</li> <li>Risk management status</li> <li>Group governance</li> </ul>                                    |
| Audit & Supervisory Board members, internal auditing report                                | <ul style="list-style-type: none"> <li>Audit plan by Audit &amp; Supervisory Board members</li> <li>Report by Internal Audit Department (organization under direct supervision of the president)</li> </ul>   |
| Business execution report  | <ul style="list-style-type: none"> <li>Quarterly report on business execution status</li> <li>Main agenda items of Senior Management Committee meetings (business execution)</li> </ul>   |

### Annual Schedule of the Board of Directors

|  | 2024       |                |                  | 2025          |
|--|------------|----------------|------------------|---------------|
|  | April-June | July-September | October-December | January-March |
| Board of Directors   | ▼ ▼ ▼▼     | ▼ ▼ ▼          | ▼ ▼ ▼            | ▼▼ ▼ ▼        |
| Management / business strategy (including sustainability)                                  | ▼          | ▼ ▼            | ▼ ▼              | ▼▼ ▼ ▼        |
| Executive appointment matters (including remuneration) and personnel matters for employees |            | ▼▼             | ▼                | ▼             |
| Financial policy, financial results, investor relations                                    | ▼ ▼ ▼▼     | ▼ ▼            | ▼ ▼              | ▼ ▼ ▼         |
| Corporate governance, risk management, and internal controls                               | ▼ ▼        | ▼ ▼            | ▼ ▼              | ▼             |
| Audit & Supervisory Board members, internal auditing report                                |            | ▼              |                  |               |
| Business execution report  | ▼ ▼ ▼      | ▼ ▼ ▼          | ▼ ▼ ▼            | ▼ ▼ ▼         |
| Other (Independent executive committee)  | ▼ ▼ ▼▼     | ▼ ▼            | ▼ ▼              | ▼ ▼ ▼         |

### Advisory Committees

NRI has established a Nomination Committee and a Compensation Committee in order to ensure the independence and objectivity of the functions of the Board of Directors, as well as the ability of the Board to make explanations to shareholders.

In the fiscal year ended March 2025, each committee mainly deliberated on the following matters.

#### Main Contents Deliberated

| Nomination Committee   | Compensation Committee   |
|--|--|
| <ul style="list-style-type: none"> <li>Transition to a company with an Audit &amp; Supervisory Committee</li> <li>Candidates for directors from the perspectives of ability, expertise, achievements, etc.</li> <li>Selection and placement of senior managing directors, managing directors, and other officers, etc., based on the proposed business execution structure for the next fiscal year</li> </ul> | <ul style="list-style-type: none"> <li>Payment of basic compensation, bonuses, and stock-based compensation</li> <li>Verification of the level and appropriateness of directors' compensation</li> <li>Compensation amounts for directors who are not Audit &amp; Supervisory Committee members and for directors who are Audit &amp; Supervisory Committee members after the transition to a company with an Audit &amp; Supervisory Committee</li> </ul> |

### Policy on Cross-Shareholdings

NRI, in principle, does not hold investment shares for the purpose of pure investment. On the other hand, investment shares held for purposes other than pure investment are classified as "strategic investments," which are held for the purpose of business development through the provision of NRI's solutions to key client companies, and "business partners, etc.," which are held for the purpose of maintaining and strengthening cooperative and partnership relationships with business partners. Taking into account NRI's business strategy and its relationship with the issuing company, shares may be held on a limited basis for purposes other than pure investment when such holdings are deemed to contribute to enhancing NRI's corporate value through maintaining and strengthening cooperative and partnership relationships with business partners or for business development purposes.

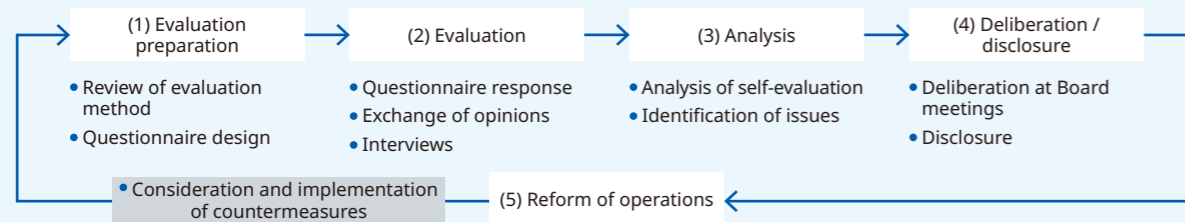
For investment shares held for purposes other than pure investment, the Board of Directors verifies the rationale for each individual holding annually. If, from a medium- to long-term perspective, a holding is deemed to have diminished rationale, NRI will sell or reduce such holding in an appropriate manner. In verifying the rationale for holding, the Board comprehensively examines the objectives of the holding, such as creating business opportunities and maintaining and strengthening relationships with the issuing company, as well as related earnings from the holding. For listed shares, the examination also includes comparing the cost of capital with revenues received from the business partner.

## Review of Effectiveness Evaluation Process and Evaluation Method

### Effectiveness Evaluation Process

#### Evaluation Process

We evaluate the effectiveness of the Board of Directors via a series of five processes: (1) Evaluation preparation, (2) Evaluation, (3) Analysis, (4) Deliberation/disclosure, and (5) Operational improvement. Regarding the evaluation in (2), we conduct a questionnaire for all director and Independent Audit & Supervisory Board members, and to understand more specific issues, exchange views with independent directors.



#### Review of Evaluation Method for FY March 2025

Ahead of this year's evaluation, the Board of Directors confirmed that the interviews and other activities conducted by an external third-party organization in the fiscal year ended March 2024 will henceforth be carried out regularly, approximately once every three years. Based on the March 2025 questionnaire, the Board's effectiveness was discussed at the Independent Directors Meeting, and individual interviews with the independent directors were conducted. Incorporating these insights, the Board analyzed and evaluated its effectiveness and deliberated on the challenges identified in each evaluation area.

### Initiatives for Issues Recognized in FY March 2024

We conducted the following efforts for the various issues identified in the effectiveness evaluation of the fiscal year ended March 2024.

#### (1) Ongoing Discussions on Board Composition, Including the Ratio of Outside Directors, Industry Backgrounds, and Potential Governance Structure Changes

The Board deliberated on transitioning to a company with an Audit & Supervisory Committee and on nominating a diverse slate of director candidates in line with this transition.

#### (2) Facilitating Further Information Sharing and Exchanges of Views with Independent Directors

We improved the president's report presented before Board meetings and created more opportunities for information sharing and discussion by holding post-meeting sessions with independent directors after each Board meeting.

#### (3) Fostering More Dynamic and Productive Board Discussions

In addition to the usual matters for approval and reporting, we introduced new discussion items to ensure continued deliberation on key strategies.

#### (4) Further Enriching Debate on Strategic Topics

We continued discussions on client, AI, and global strategies, while also delving deeper into human capital issues.

#### (5) Continuous Debate on Enhancing Governance at Group Companies

We debated the status of implementing enhanced governance at our Group companies and related issues at Board of Directors meetings.

### Overview of Board of Directors' Effectiveness Evaluation for FY March 2025

Taking into account the findings of the self-evaluation and related reviews, we have deemed that the effectiveness of the Board of Directors is generally assured and its operation has been steadily improving. An overview of the evaluation results is indicated below.

#### a. Structure/Status of Board of Directors

- An overall good balance of inside executive/non-executive directors and independent directors with diverse experience and specialized knowledge is maintained, and a system for ensuring appropriate decision-making and supervision is provided.
- The Board revised the criteria for matters brought before it and further delegated authority to the executive team, enabling it to devote more time to critical discussions. In addition, introducing a new category of "Discussion Items," alongside the regular approval and reporting matters, created an environment that supports more thoughtful and thorough deliberation on management strategy.
- Progress was also made in the Board's composition and diversity, marked by the appointment of a female president in FY2024 and an increased proportion of independent directors in FY2025, while recognizing that further discussion is needed to address future business and strategic priorities.
- The Board as a whole engages in constructive discussions and exchanges of views, enriched by the active input and recommendations of outside directors. Looking ahead, the quality of these debates is expected to improve further by focusing on key topics and clarifying discussion points in the meeting materials.

#### b. Assistance for Directors

- Outside independent directors have opportunities to receive the information they need through briefings from management, including the president's report before Board meetings and participation in the Group's management strategy meetings.
- Additionally, independent directors are provided with a forum for open and candid communication through dedicated discussion sessions held after each Board meeting.

#### c. Management Strategy

- Looking ahead, the Board is expected to receive timely updates on the formulation of the next medium-term management plan and to engage in thorough discussions as it progresses.
- Similarly, the Board is expected to continue deliberating on the global strategy, guided by regular updates on the business environment and the progress of the plan.
- Given that the human capital strategy is a cornerstone of our Group's overall management, the Board will continue to deliberate on it regularly.

#### d. Internal Control, Risk Management, and Group Governance

- We confirmed lively debate and the exchange of ideas regarding Group global governance, and see steady improvements overall. We hope to see efforts that are substantial rather than mere formalities, while monitoring the status of maintenance measures and actions for enhancing governance at overseas Group companies and evaluating the status of implementation requirements.
- Our internal control and risk management are functioning effectively overall, and we are reporting in an appropriate manner. Likewise, the Board is expected to respond promptly to rapidly evolving topics such as AI utilization and cybersecurity.
- Due to increasing geopolitical risks, it is desirable to accelerate debate focused on offshore policy.

#### e. Advisory Committees

- In regard to the Nomination Committee and the Compensation Committee, discussions and the exchange of opinions on the succession plan for the president, director candidate selection and cultivation process, and method for determining director compensation are carried out appropriately and the committees are functioning effectively, despite being voluntary.

Based on the above analysis and evaluation, we will continuously aim to improve the effectiveness of the Board of Directors. We will continue to evaluate the effectiveness of the Board of Directors each year and plan to periodically conduct further interviews with third-party organizations about once every three years.

## Compensation for Members of the Board

### Compensation System for Directors Who Are Not Audit & Supervisory Committee Members

► **Policy on Compensation for Directors Who Are Not Audit & Supervisory Committee Members**

- Maintain a compensation system with a high degree of performance linkage, ensuring that it serves as an incentive to achieve medium- to long-term management targets, with the aim of enhancing sustainable corporate value
- Ensure that the compensation level is appropriate for a leading company in the information services industry

► **Compensation Structure for Directors Who Are Not Audit & Supervisory Committee Members**

The compensation system for directors who are not Audit & Supervisory Committee members is structured based on position and consists of basic compensation, bonuses, and stock-based compensation. The compensation for each member of the Board is decided by the Board of Directors according to the results of the Compensation Committee inquiries.

1. Basic compensation (Fixed compensation)

Salary based on the position and duties of each director who is not an Audit & Supervisory Committee member during the term of office, which is paid as fixed compensation for the performance of duties.

2. Bonuses (Not paid to outside directors)

Positioned as a short-term incentive to achieve medium- to long-term management targets, the bonus reflects performance indicators that NRI places the greatest emphasis on—operating profit, profit attributable to owners of parent, and return on equity attributable to owners of the parent company (ROE)—and is determined based on position.

3. Stock-based compensation (Restricted stock compensation) (Not paid to outside directors)

Positioned as a medium- to long-term incentive to encourage the sustainable enhancement of NRI's corporate value and to promote value sharing with shareholders, two types of restricted stock compensation are granted.

| Type                  | Transfer restriction term  |
|-----------------------|--|
| Long-term incentive   | From the date of allotment of the stock-based compensation to the date of retirement as an officer, etc., of NRI or its subsidiary |
| Medium-term incentive | From the date of allotment of the stock-based compensation and lasts between three and five years                                  |

For directors who are not Audit & Supervisory Committee members, the proportion of performance-linked compensation is set higher, with the compensation amount and ratio determined according to the position and responsibility of each role. The higher the position, the greater the proportion of performance-linked compensation. Bonuses are linked to consolidated results for the single fiscal year, while stock-based compensation is linked to the stock price at the time of the grant.

### Mechanism for Considering Status of Sustainability Indicators for Stock-Based Compensation

We have introduced a framework for deciding the number of shares allocated for stock-based compensation, which takes into consideration the status of applicable sustainability-related initiatives. This mechanism applies if the status of targeted actions defined for achieving the deliverables for sustainability evaluation metrics defined by NRI the previous business year is evaluated as insufficient. The mechanism makes it possible to reduce the number of shares allotted according to position via evaluation and resolution by the Board of Directors.

**Eligible Persons:** Directors who are not Audit & Supervisory Committee members, excluding outside directors, senior managing directors, managing directors, and fellows

### Clawback System, Etc.

If it becomes necessary to make corrections, etc., to figures in the financial statements that served as the basis for calculating bonuses paid within the previous three years, we have implemented a system that makes it possible to request the return of all or a portion of the bonus (clawback system). Furthermore, if persons granted restricted stock under the Restricted Stock Compensation Plan are deemed by the Board of Directors to be in violation of laws, regulations, or internal rules, or to have engaged in nonconforming behavior that constitutes a violation thereof, the agreement on the allocation of restricted stock includes a clause (malus clause) that enables us to freely acquire all granted shares.

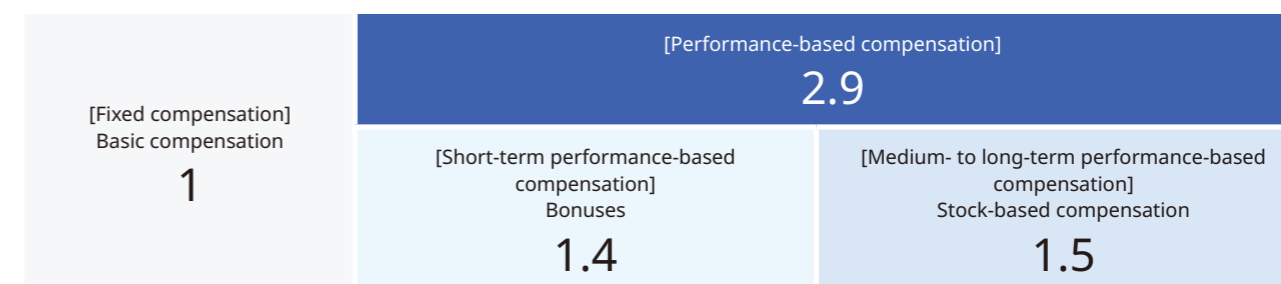
**Eligible Persons:** Directors who are not Audit & Supervisory Committee members, excluding outside directors, senior managing directors, managing directors, and fellows

### Compensation System for Directors Who Are Audit & Supervisory Committee Members

The level of compensation for directors who are Audit & Supervisory Committee members is set at a level necessary to secure individuals appropriate for playing an important position in establishing and operating high-quality corporate governance. Only basic compensation is paid to each director who is an Audit & Supervisory Committee member, determined according to their position and role. The compensation, etc., for directors who are Audit & Supervisory Committee members is decided through deliberations among the directors who are Audit & Supervisory Committee members, based on the results of consultation with the Compensation Committee.

### Constituent Elements and Total Amount of Compensation, Etc., for FY March 2025

The approximate proportion of each constituent elements of the compensation of directors, etc., in the fiscal year ended March 2025 is as follows.



Notes: 1. Calculations are based on the Board of Directors' average for FY March 2025 (excluding outside directors and directors who retired or assumed their post during the period).  
2. Stock-based compensation herein is the total amount of monetary compensation receivables that would be contributed in kind in exchange for the shares with transfer restrictions.

The total amount of compensation for each category of director is as follows.

| Category  | Total compensation (millions of yen) | Compensation by type (millions of yen) |                                |         |  |       | Number of eligible individuals (persons) |
|---|--------------------------------------|--|--------------------------------|---------|--|-------|--|
|   |                                      | Fixed compensation                     | Performance-based compensation |         |  | Other |  |
|   |                                      |  | Basic compensation             | Bonuses | Non-monetary compensation<br>Restricted stock-based compensation |       |  |
| Members of the Board                                    | 1,108                                | 329                                    | 404                            | 372     | 776  | 2     | 11                                       |
| (Of whom are outside members of the Board)              | (64)                                 | (64)                                   | (—)                            | (—)     | (—)  | (—)   | (3)                                      |
| Audit & Supervisory Board members                       | 197                                  | 148                                    | —                              | 47      | 47   | 1     | 6  |
| (Of whom are outside Audit & Supervisory Board members) | (54)                                 | (54)                                   | (—)                            | (—)     | (—)  | (—)   | (3)                                      |


Notes: 1. The above includes two members of the Board and one Audit & Supervisory Board member who retired at the conclusion of the 59th Ordinary General Meeting of Shareholders held on June 21, 2024.  
2. For restricted stock-based compensation, the total amount of monetary compensation receivables that would be contributed in kind in exchange for the shares with transfer restrictions has been converted equally in accordance with the term of service from the day of the allotment of shares with transfer restrictions to the day of the lifting of transfer restrictions. The amount posted as expenses in FY March 2025 is shown. Because the amounts of the "restricted stock-based compensation" is equalized in accordance with respective terms of service, each ratio of the constituent elements of the above compensation differs from the ratio of constituent elements of director compensations, etc., shown on Compensation Ratio for Director Compensation.  
3. "Other" refers to contributions to the defined contribution pension plan and insurance premiums for casualty insurance.

# Internal Controls, Corporate Ethics, and Compliance

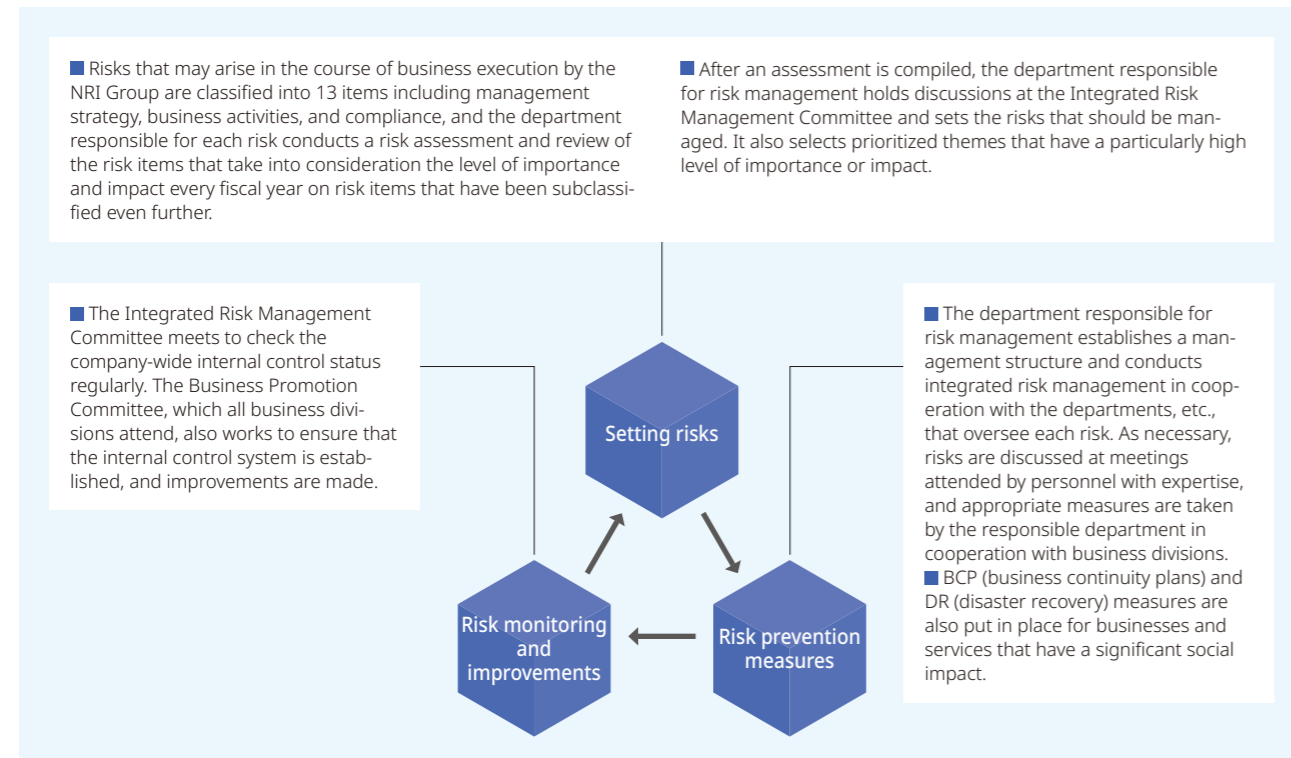
## Internal Control System

NRI has established a basic policy for building an internal control system, while appointing a director in charge of risk management and setting up a department for supervising risk management.

In addition, the Integrated Risk Management Committee meets to check the company-wide internal control status as appropriate. The Business Promotion Committee, which all business divisions and Group companies attend, also works to ensure that the internal control system is established.

 **Basic Policy for Building an Internal Control System (Japanese)**  
<https://www.nri.com/jp/company/internal>

### Risk Management PDCA Cycle



- Priority themes for FY March 2026**
- I. Improve the management preparedness of information security
  - II. Further strengthen the management of project risks
  - III. Develop internal control systems suitable for the NRI Group
  - IV. Improve the quality of working environments to adapt to a variety of working styles
  - V. Implement appropriate preparation for fulfilling our business continuity responsibilities
  - VI. Respond to new laws and regulations and changes in the technological environment

### Internal Audits Conducted by the Internal Audit Department

The Internal Audit Department (24 employees), which functions directly under the president, audits the Company to ensure the effectiveness of risk management and compliance systems and to maintain the efficiency of the execution of the members of the Board.

The results of such audits are reported to the president & CEO and other directors, and when corrections or improvements are required, the Risk Management Supervisory Department, representative departments, and business divisions collaborate to introduce improvements. In addition, the Internal Audit Department works to cooperate with the accounting auditor through regular exchanges of opinions regarding plans for conducting internal audits and their results.

## Strengthening Group Governance

NRI is focused on enhancing the governance system of the Group both domestically and internationally. A dedicated organization for Group company management has been established, and principles and guidelines concerning governance and internal control systems within the NRI Group have been defined and are being implemented. Starting in the fiscal year ended March 2025, this has been extended to include all overseas Group companies, including acquired subsidiaries. In April 2025, to further accelerate the enhancement of the governance framework for overseas Group companies, NRI established the Global Governance Department within its headquarters. Through initiatives such as monitoring activities for overseas Group companies and hosting the Global Collaboration Summit, which brings together management from across the Group, NRI is working to further instill Group governance.


NRI will strive for balanced governance, including strategic risk-taking, to control risks globally, with a long-term perspective.



Scene from the Global Collaboration Summit


## Corporate Ethics and Compliance System

To ensure effective ethics and compliance systems, NRI has appointed a chief ethics officer and chief compliance officer and established the Compliance Committee. The NRI Group's Code of Business Principles sets forth the Company's principles of conduct, while the NRI Group Employees' Code of Business Conduct defines action guidelines for employees. To ensure compliance with these standards, NRI has formulated "Fundamental Rules" and monitors adherence to them.

 **NRI Group's Code of Business Principles**  
[https://www.nri.com/en/company/company\\_code](https://www.nri.com/en/company/company_code)

**NRI Group Employees' Code of Business Conduct**  
[https://www.nri.com/en/company/business\\_code](https://www.nri.com/en/company/business_code)

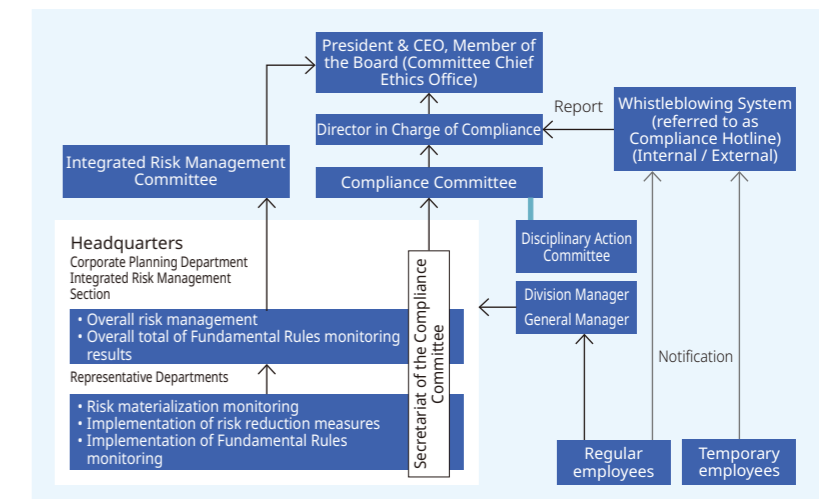
In addition, to raise compliance awareness among officers and employees, NRI prepares and distributes the Rule Book (Important Rules That Officers and Employees Must Follow), which compiles and explains NRI's action guidelines. NRI also conducts regular training programs, providing legal knowledge and other education necessary for individual operations. Through this training, efforts are made to thoroughly instill awareness on matters such as promotion of appropriate interaction with public officials and prevention of bribery and corruption, and the importance of compliance with antitrust laws.

 **NRI Group Policy on Human Rights / NRI Group AI Policy**  
<https://www.nri.com/en/sustainability/management/policy.html#social>

**NRI Group Anti-Corruption Policy / NRI Group Competition Law Compliance Policy / NRI Group Global Tax Policy**  
<https://www.nri.com/en/sustainability/management/policy.html#governance>

NRI has prescribed Whistleblower Protection Regulations based on the Whistleblower Protection Act and established internal and external hotlines as contact points that domestic Group employees can use for consultations regarding compliance-related issues. In addition, a Global Hotline has been launched for overseas Group companies, establishing a system in which whistleblowing from overseas can be received directly at headquarters.

### Compliance Information Communication Process



## Response to the Economic Security Promotion Act

Regarding the Economic Security Promotion Act, which was enacted in May 2024, we have established a company-wide Economic Security Response Task Force and are responding while maintaining communication as needed with relevant ministries, agencies, and our clients and partner companies who are designated as critical social infrastructure operators.

AI Ethics

▶ AI Policy

We formulated the NRI Group AI Ethics Guidelines in 2019 upon investigating and categorizing various issues regarding the utilization of AI and referring to the debate by various national governments and international institutions. The development of AI technologies has been accelerating since then, such as with the emergence of generative AI.

Because AI-related technologies have the potential to provide various benefits to people's lives and society but also have negative impacts, NRI recognizes the obligations regarding promotion of the research, development, and use of AI and believes it important that AI is appropriately adopted and utilized in its business activities.

That is why, in February 2024, NRI revised the contents of the NRI Group AI Ethics Guidelines and newly formulated the NRI Group Basic AI Policy for promoting the research, development, and use of AI while countering new risks, based on trends in Japan and abroad, including the Hiroshima AI Process and the AI Guidelines for Business of the Ministry of Internal Affairs and Communications and the Ministry of Economy, Trade and Industry.

**NRI Group Basic AI Policy**

The NRI Group (hereinafter, NRI) aims to achieve a prosperous society that nourishes potential and brings dreams to life under the corporate statement of "Dream up the future." While the evolution of AI-related technologies brings various benefits to people's lives and social activities, there are also concerns about negative impact. NRI recognizes the possibility of such and its responsibility as an entity advancing the research, development, and utilization of AI, and has established the NRI Group Basic AI Policy. All officers and employees of NRI will use AI based on this policy to contribute to building sustainable futures.

**1. Dialogue and co-creation with stakeholders**

NRI aims to solve social issues and realize a sustainable society while considering the impact of AI on society and utilizing AI within an appropriate scope for appropriate purposes. To this end, NRI will promote dialogue and co-creation not only internally but also with various external stakeholders.

**2. Fairness and respect for human rights**

NRI recognizes that the accuracy and representative bias of the data used for AI training, etc., as well as social biases inherent in the data, may cause errors or biases in the results of AI judgments. To this end, NRI respects human rights in accordance with the NRI Group Human Rights Policy, and strives to ensure that no individual or group is unfairly discriminated against in the use of AI. NRI also strives to prevent the misuse of AI that threatens human dignity and privacy.

**3. Transparency and accountability**

NRI aims to design and develop AI so that the results of judgments can be explained, considering the nature and purpose of the development and services that utilize AI. In case of unexpected errors or biases in judgment results, NRI will work to ensure transparency and quality by remaining accountable.

**4. Information security and safety assurance**

NRI aims to realize AI that people can always use safely. To this end, NRI will implement and strengthen information security measures throughout the entire lifecycle of AI research, development, and utilization, and strive to ensure safety by building a system to appropriately acquire, protect, use, and provide data and prevent unauthorized access. In the unlikely event that an unforeseen situation should arise, we will endeavor to take appropriate measures to rectify the situation.

**5. Compliance and regulations and protection of rights**

In accordance with laws, regulations, and relevant internal rules, NRI shall endeavor to prevent infringement of third-party rights, including copyrights, throughout the entire lifecycle of AI research, development, and utilization.

**6. AI governance and human resource development**

NRI will establish and operate an AI governance process to further enhance the effectiveness of the efforts of this policy and strive for fair and sound utilization of AI. In addition, NRI will proactively work to develop professionals who appropriately utilize AI.

 **NRI Group AI Policy**  
[https://www.nri.com/en/sustainability/management/policy.html#ai\\_policy](https://www.nri.com/en/sustainability/management/policy.html#ai_policy)

We will deploy systems for ensuring that the ideas indicated in this policy are appropriately reflected in our corporate actions, and will review the policy as required via dialogue with our various stakeholders.

▶ Efforts Related to Risk Countermeasures for Utilizing AI

[1] We have established basic policies related to AI and, in order to further enhance the effectiveness of these policies, have developed and implemented AI governance processes. As part of our efforts to promote the fair and sound utilization of AI, we have put in place measures outlined in [2] and [3].

|  |   |   |
|--|---|---|
| <p><b>1</b></p> <p><b>NRI Group Basic AI Policy</b></p> <p>In response to the risks traditionally associated with AI, as well as the newly emerging risks brought about by generative AI, NRI has formulated and made public a basic policy composed of six items.</p> | <p><b>2</b></p> <p><b>Risk Response Measures for AI Developers and Providers</b></p> <p>NRI has newly established the AI Risk Management Regulations/ Implementation Guidelines to clarify the rules for risk response measures, assuming the development and provision of AI itself, as well as systems and services incorporating AI. In accordance with these rules, we implement risk response measures during development, monitor operations, and introduce contract processes tailored to AI projects.</p> | <p><b>3</b></p> <p><b>Risk Response Measures for AI Users</b></p> <p>To alert NRI officers and employees as AI users, we have created important rules for use and are raising awareness through training and the Rule Book (Important Rules That Officers and Employees Must Follow).</p> |
|--|---|---|

