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Featured Articles

Message from the CEO

Our new CEO, Kaga Yanagisawa, discusses management policy and growth strategy, including AI strategy and human capital strategy.

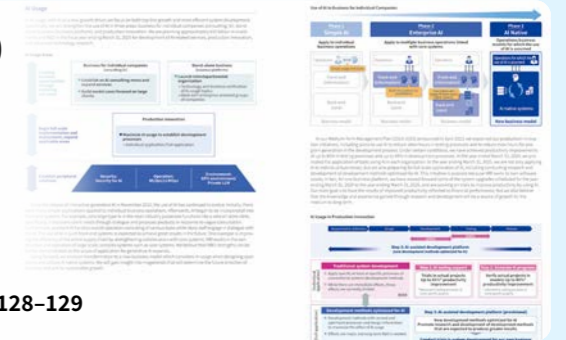
P. 06–13



Key Measures for Achieving V2030

Our long-term management vision V2030, which began in April 2023, is now in its second year. This article explains our priority measures for accelerating growth: client co-creation and AI usage.

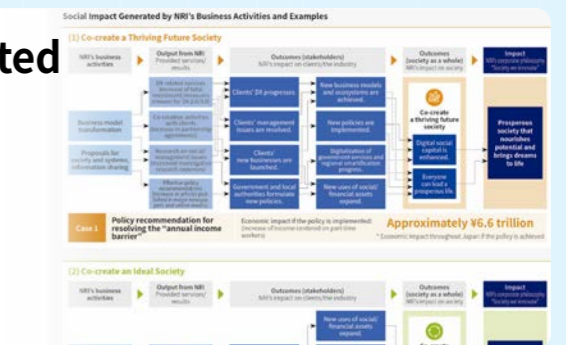
P. 42–45 AI Human Resources P. 65 AI Governance P. 128–129



Calculation of Social Impact Generated by NRI's Business Activities

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

P. 57



Value Co-Creation Activities

Since the launch of V2030, many employees have deepened their understanding of V2030 through dialogues. This article introduces dialogue with overseas Group companies and initiatives with clients.

P. 70–71



Evolve Governance

The appointment of our new CEO and global strategies are discussed during dialogue between the chairperson of the Board of Directors and outside directors.

We expanded the description of the areas of expertise held by members of the Board and Audit & Supervisory Board members.

Talking about Governance P. 106–109

Classification of Knowledge and Experience (Skills) P. 116



Editing Policy / Information Disclosure System

Editorial Policy for the Integrated Report

Since FY March 2014, NRI has published integrated reports that provide explanations while communicating important financial and non-financial information. These reports aim to give an overall picture of NRI in a concise and clear manner.

The Integrated Report 2024 introduces the medium- to long-term growth story and materiality found in the NRI Group Vision 2030 long-term management vision and our Medium-Term Management Plan 2023–2025.

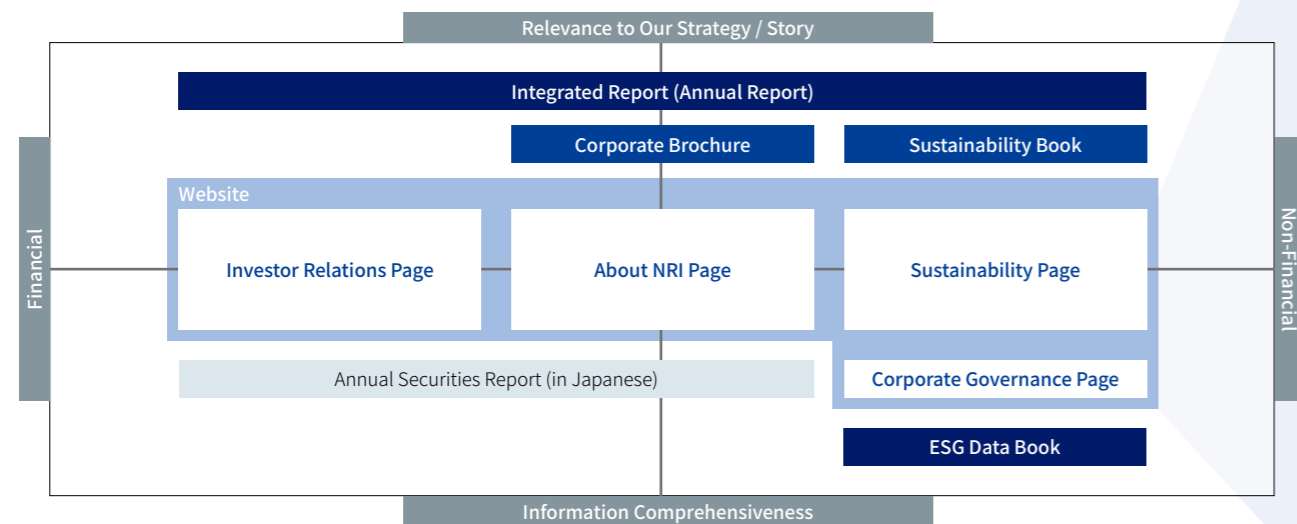
For information on our disclosure system, see the figure below. As for details and other related information that cannot be included due to space, we have included the source of the relevant information (e.g., websites and the Annual Securities Report) below and in the list of links on page 5, as well as within the pages of this Integrated Report.

NRI works toward the medium- to long-term enhancement of its corporate value. We strive for even deeper communication with stakeholders to enable the determination of its value.

Guidelines Referenced for the Disclosure of Information



Information Disclosure System



Cautionary Note on Forward-Looking Statements

- This Integrated Report is prepared for the purpose of providing information on our performance in FY March 31, 2024, and our strategy for the coming years, not for the purpose of attracting investment in stocks issued by Nomura Research Institute, Ltd. (NRI). In addition, this report contains absolutely no guarantees or pledges.
- The opinions and outlook contained herein reflect the views of management at the time of preparation. We do not offer any guarantees or pledges as to the accuracy or completeness of such information, which, moreover, is subject to alteration without advance notice.
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- For the purpose of convenience, within this report “NRI” is used to refer to the Company and in certain places the entire NRI Group.
- Departments and positions indicated in articles and photos are current at the time of implementation.



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<https://www.nri.com/en>



► **About NRI**
<https://www.nri.com/en/company>




○ Corporate Philosophy
https://www.nri.com/en/company/c_philosophy



○ Management Vision
<https://www.nri.com/en/company/vision>



○ Corporate Governance
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○ NRI Group Companies and Offices
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► **Investor Relations (IR)**
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○ IR Library
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- Financial Results & Presentation
- Small Meeting Materials
- NRI Business Outline & Business Briefing Presentation
- Integrated Report (Annual Report)



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