



**Nomura Research Institute, Ltd.**

**February 2002**

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*The Company does not undertake to revise forward-looking statements to reflect future events or circumstances.*



# 1. Overview

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**Shozo Hashimoto, President and CEO**

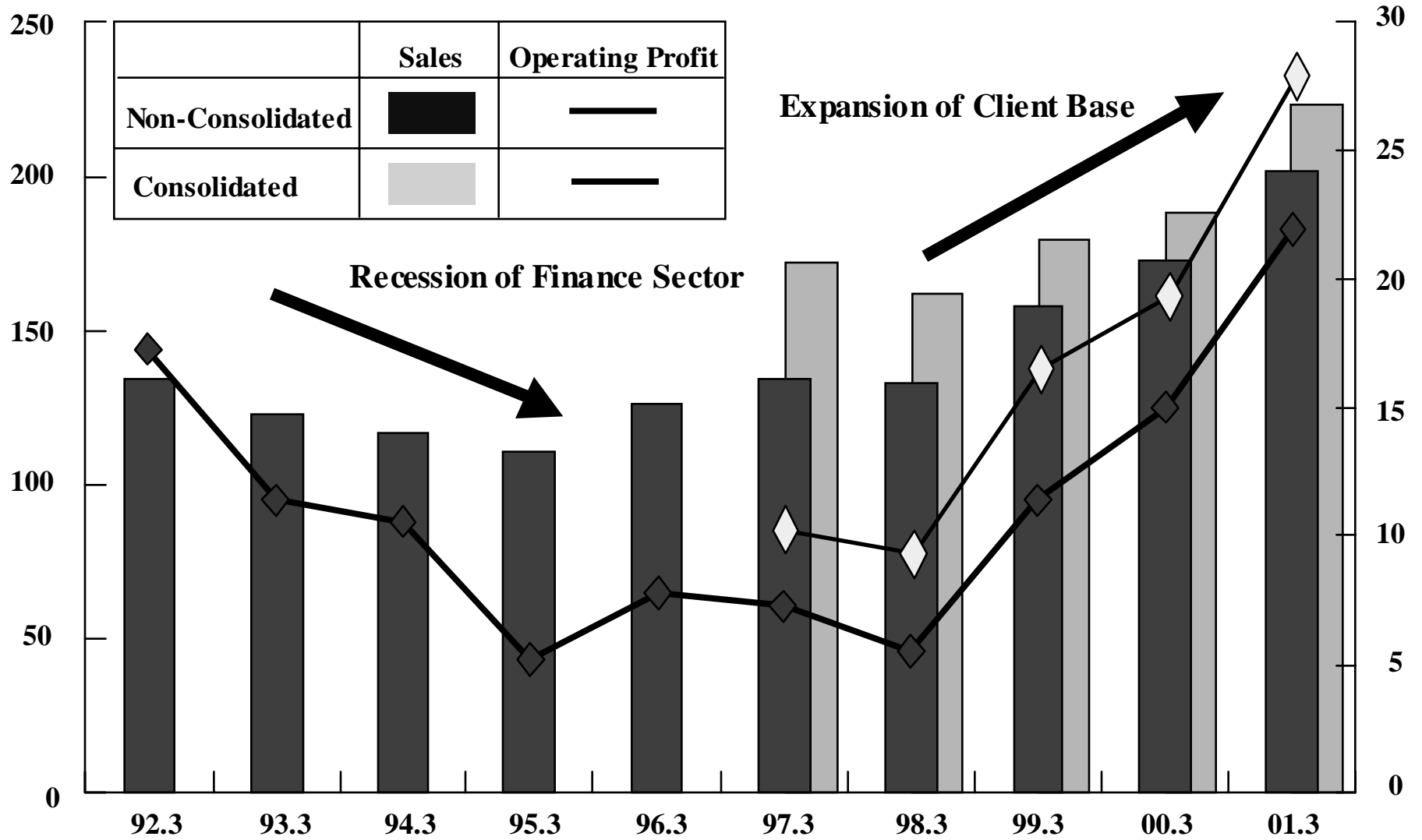
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# Financial Results of last 10 years

(Sales: JPY billion)

(Operating Profit: JPY billion)



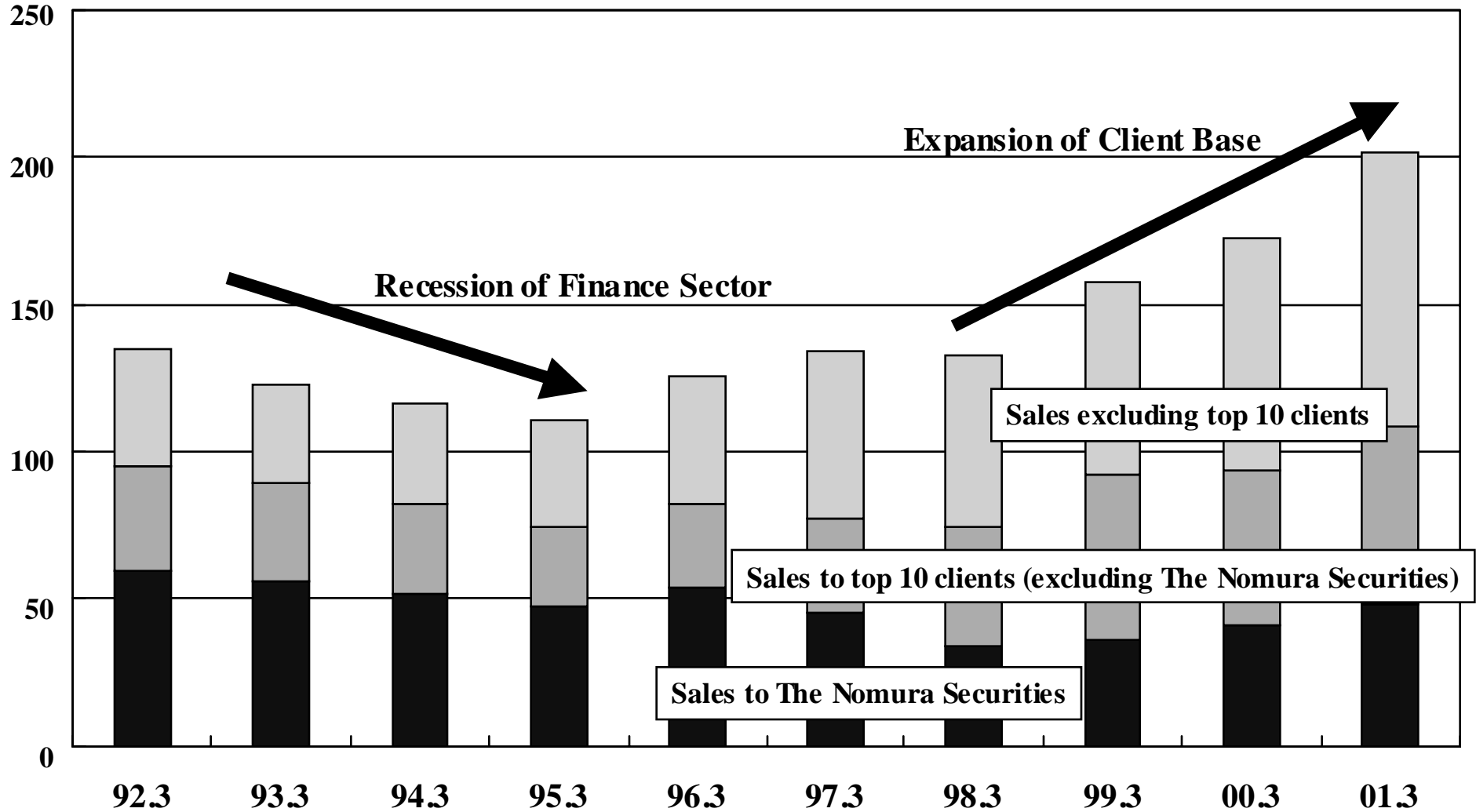
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# Expansion of Client Base

(Unit: JPY billion)



(Note) : Non-consolidated data

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## 2. Business Profile

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**Hisao Kayou, Director of Finance**



# Corporate Profile

- Name : Nomura Research Institute, Ltd. “NRI”
- Management : President and CEO, Shozo Hashimoto
- Capital : JPY 18.6 billion
- Sales : JPY 218 billion (for the year ended March 2001, consolidated)  
JPY 109 billion (the 1<sup>st</sup> half to Sep. 2001, consolidated)
- Number of employees : 4,213 (Sep 2001 consolidated)
- History
  - Apr 1965 : Former NRI incorporated
  - Jan 1966 : Nomura Computing Center (NCC) incorporated  
(name later changed to Nomura Computer Systems)
  - Jan 1988 : Former NRI and Nomura Computer Systems merged  
and created new NRI

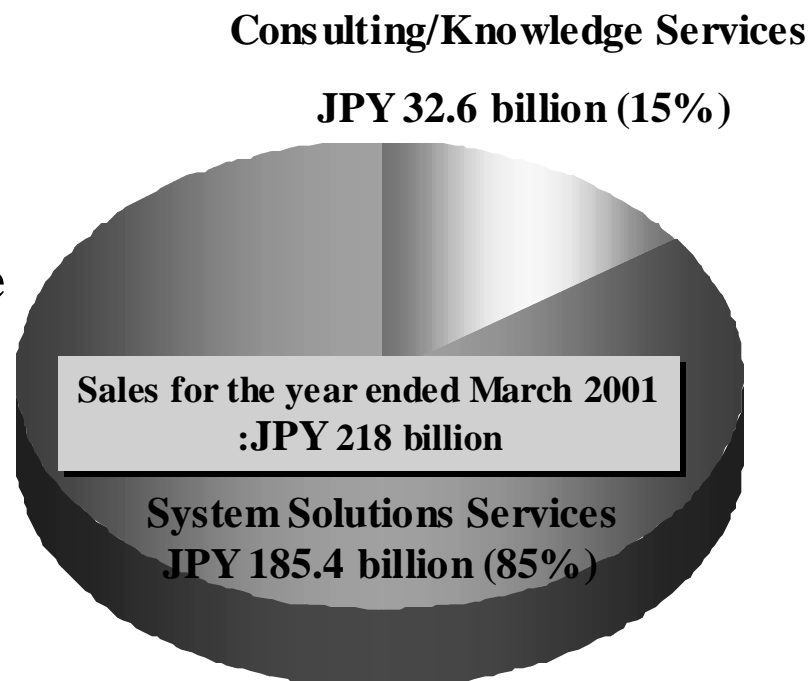
# Business Segments

## Consulting/Knowledge Services:

- Research and management consulting
- System consulting
- Financial information services
- Asset management analysis tools & database
- E-commerce solutions

## System Solutions Services:

- Systems planning
- Systems design
- Systems development
- Systems operation & management
- HW/SW sourcing



(Note) : Consolidated data

# **NRI** Business of Consulting/Knowledge Services

## **Research & Consulting**

- **Management consulting : Company-wide operational reform, formulation of business strategy, organizational revitalization, development of partnership plans, etc.**
- **Analysis of economic environment : Macroeconomic research, capital market research**
- **Recommendations for central and local authorities : Electronic government, national infrastructure, etc.**

## **Systems Consulting**

- **System clinic, technical support consulting, security consulting, etc.**

## **Knowledge Solutions**

- **Construction of platforms for digital content distribution, EC and SCM consulting**
- **Provision of financial information services, asset management analytical tools, etc.**



# Business of System Solutions Services

## Systems Development and Systems Applications Sales:

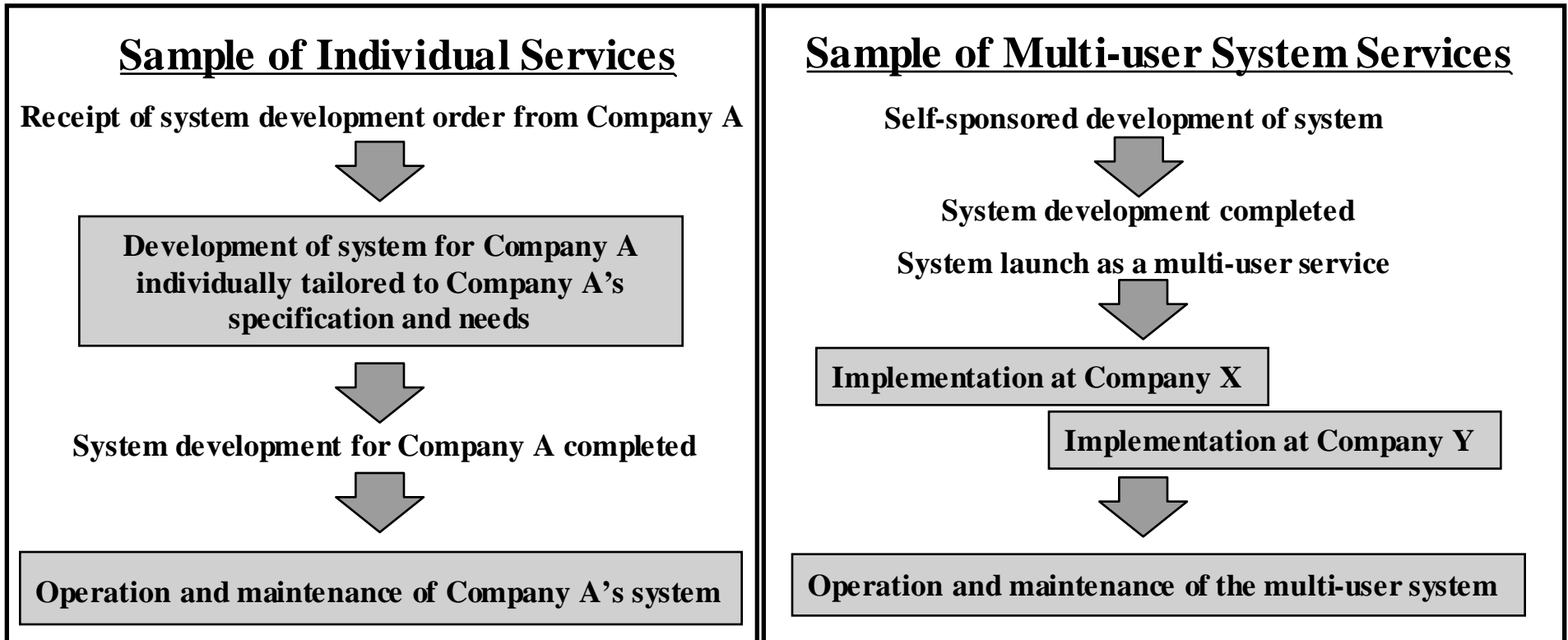
Development of systems tailored to client needs, marketing of the systems developed

## Systems Management and Operations:

Provision of systems management and support for individual customer systems and multi-user systems

## Product Sales:

Procurement and sales of computer equipment and related products in connection with system development



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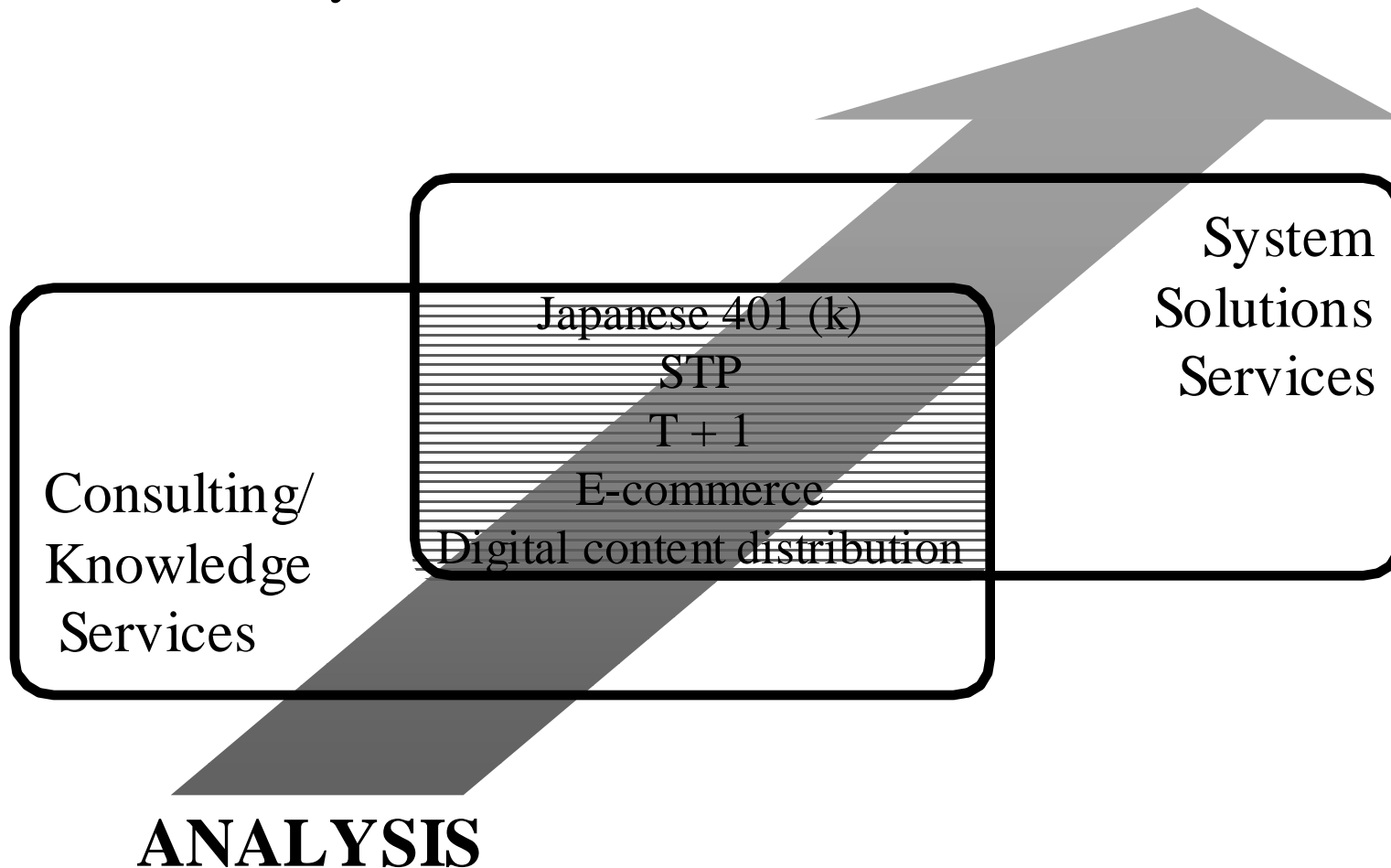
# NRI's Strengths

- 1. Provider of “total solutions” services**
- 2. Strengths in financial, distribution and public sectors**
- 3. Highly talented and specialized professionals**
- 4. Strong financial foundation**

# 1. Provider of “Total Solutions” Services

Full-line services from strategic consulting to system solutions

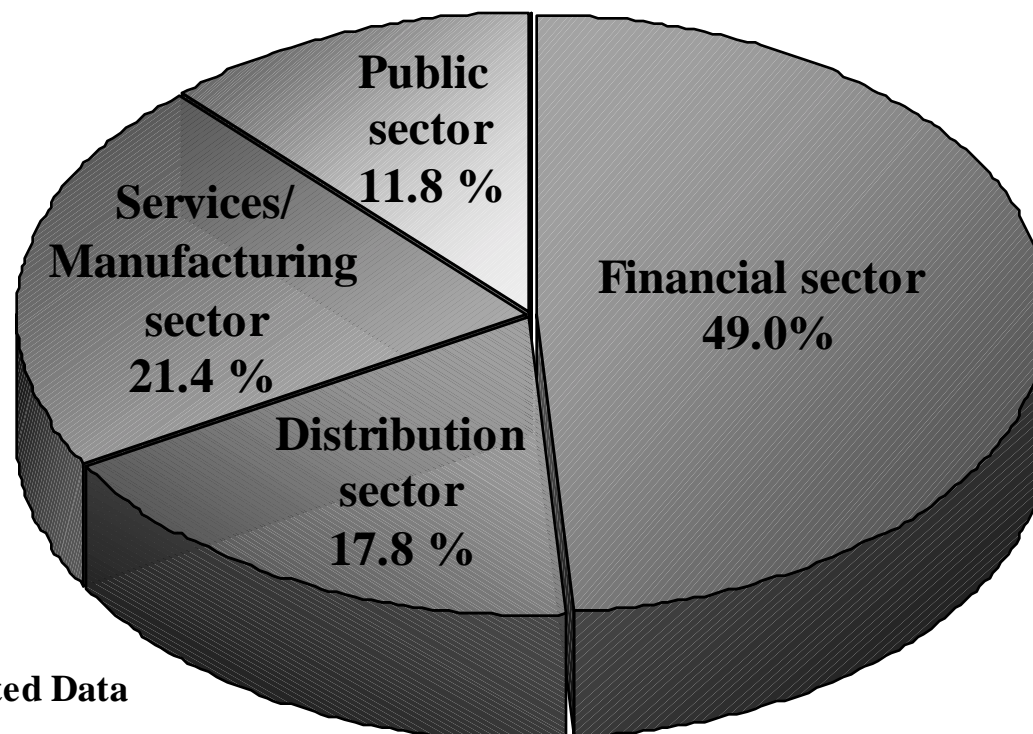
**SOLUTION**



## 2. Strengths in Financial, Distribution and Public Sectors

### SALES BREAKDOWN

Consolidated Sales for the year ended March 2001: JPY 218 billion



(Note) : Consolidated Data

|                       |  |
|-----------------------|--|
| Financial sector :    | brokerage houses, insurance, banks, investment trusts, asset management, consumer finance companies, etc |
| Distribution sector : | general merchandisers, wholesalers, convenience stores, etc  |
| Public sector :       | central government ministries and agencies, public financial institutions, etc                           |

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### 3. Highly Talented & Specialized Professionals

|                                 | NRI | NTT Data | Hitachi Software | TIS | Hitachi Information Systems |
|---------------------------------|-----|----------|------------------|-----|-----------------------------|
| System analysts                 | 1   | 5        | 4                | 2   | 3                           |
| System inspectors               | 1   | 5        | 3                | 4   | 2                           |
| Project managers                | 2   | 5        | 3                | 1   | 4                           |
| Application engineers           | 1   | 5        | 2                | 4   | 3                           |
| System operators and managers   | 1   | 5        | 4                | 2   | 3                           |
| Network specialists             | 1   | 4        | 3                | 2   | 5                           |
| Top grade system administrators | 2   | 4        | 3                | 5   | 1                           |
| Database specialists            | 1   | 4        | 3                | 2   | 5                           |

(Note) 1. Ranking based on qualified staff as a% of total staff

2. Parent basis, figures for the year to March 2001

3. Figures for qualified staff are disclosed by the companies. Figures for total staff are from *Shikiho*

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## 4. Strong Financial Foundation

### □ Strong Cash flow generating capability

- ◆ Operating cash flow:           JPY 36.5 billion (year to March 2001)  
  JPY 27.2 billion (year to March 2000)  
  JPY 28.5 billion (year to March 1999)

### □ Strenuous efforts to eliminate off-balance sheet liabilities

- ◆ Pension liabilities: eliminated as of March 2001
  - PBO discount rate: 2.4%
  - Expected return   : 1.5%
- ◆ Elimination of unrealised losses on real estate:
  - Reflect market prices via asset sales to a subsidiary

**(Note) : Consolidated data**

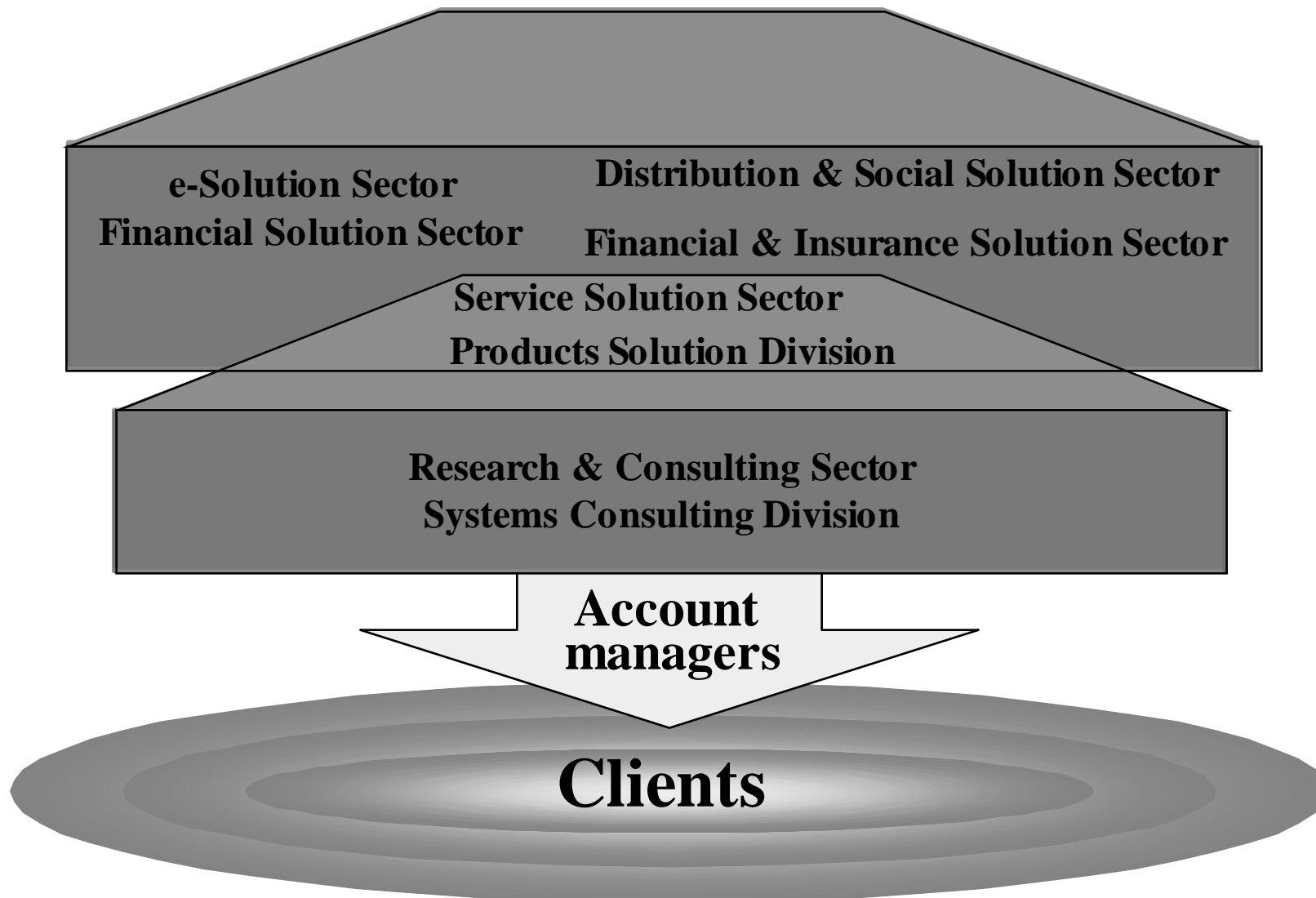


# Business Strategies

- 1. Acquiring & maintaining large clients  
for “total solutions” services**
- 2. Developing new products and services solutions**
- 3. Making the company’s systems and applications  
de facto industry standard**
- 4. Nurturing highly-talented and specialized professionals**



# 1. Acquiring & Maintaining Large Clients for “Total Solutions” Services





## 2. Developing New Products & Services Solutions

Provide an across-the-board range of products and services to new and existing clients

| Services   | Financial | Distribution | Public Sector | Manufacturing |
|--|-----------|--------------|---------------|---------------|
|  |           |              |               |               |
| Network security (NRI Secure Technologies, Ltd.)                         |           |              |               |               |
| Patent information database service (NRI Cyber Patent, Ltd.)             |           |              |               |               |
| Internet data center (IDC)   |           |              |               |               |
| Storage service provider (SSP)   |           |              |               |               |
| Internet training system (NRI Learning Network, Ltd.)                    |           |              |               |               |
| System planning, design, development and operation<br>(existing service) |           |              |               |               |
| Consulting and knowledge solutions<br>(existing service)                 |           |              |               |               |

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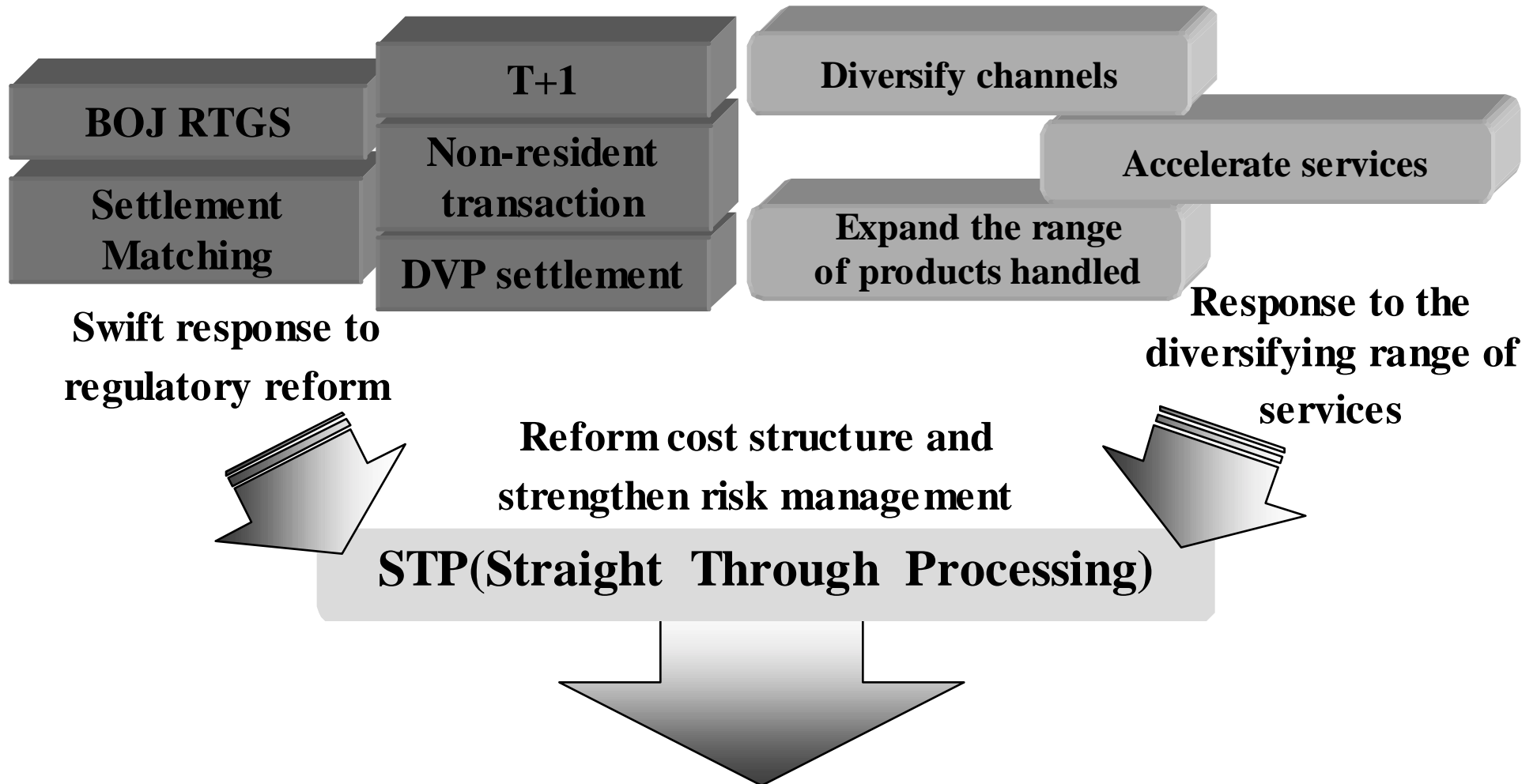


### 3. Making Company's Systems & Applications de facto Industry Standard

|   |  |                 |   |
|---|--|-----------------|---|
| <b>Back office services for securities companies</b>      | Systems for retail brokerage   | <b>STAR-III</b> | Small and medium-sized brokerage houses and on-line brokerage houses etc (33) |
|   | Systems for wholesale brokerage  | <b>I-STAR</b>   | Foreign and bank-affiliated brokerage houses (54)                             |
| <b>Management services for asset management companies</b> | Investment trust sales and account management systems                            | <b>BESTWAY</b>  | Banks, insurance companies, investment trusts, and brokerage houses (122)     |
|   | Systems for investment trust account management with respect to Japanese 401 (k) | <b>BESTPLAN</b> | Life and non-life insurers and banks (55)                                     |
|   | Systems for investment trust management for investment trust companies           | <b>T-STAR</b>   | Investment trusts and trust banks (70)  |

**(Note): Numbers are as of 31 January, 2002**

# **NRI** Development of next-generation systems



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## **4.Nurturing Highly-talented & Specialized Professionals**

### **□ Management’s commitment to human resources development**

- Use of NRI Learning Network, Ltd.
- Establishing “NRI University” type facility

### **□ Advanced in-house qualification system**

- NRI Certified Project Manager
- NRI Certified IT Architect (Network)
- NRI Certified IT Architect (Infrastructure)

### **□ Nurture a pool of young candidate senior managers**

- Use of management positions at new affiliates



# Strategic Investment for Growth

## 1. Investment in personnel

Investing to hire and retain qualified employees

## 2. Investment in quality management and project assessment

Investing to maintain and improve quality

Investing to strengthen project management (assessing project progress, and management of personnel and personnel costs)

Investing in information security and management for partner companies

## 3. Investment in next-generation system

Investing in multi-user systems as next-generation systems to keep pace with regulatory reform and technological change



# **Cross-departmental Risk Management Systems**

## **1. Capital Investment Appraisal Committee**

**Offers appraisal of investment plan details, economic calculations, and other important matters in the investment decision-making process, and post-evaluation of investment execution, performance, and other matters required to assess investment results**

## **2. System Development Committee**

**For innovative, high-risk system development projects, offers consulting and advice on reducing risk (balance of payments, quality, delivery time), adopting new technologies, production innovation planning, and technology and knowledge inheritance policies**

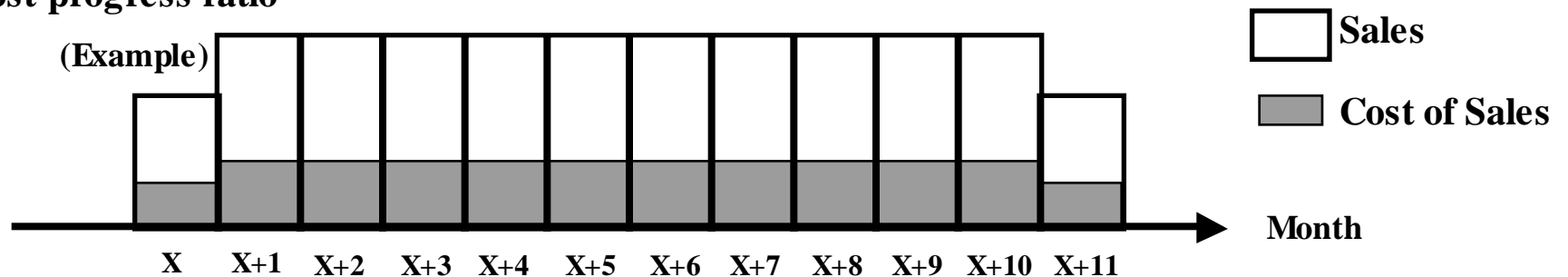
## **3. Compliance Committee**

**Provides information and consulting on important management and operations issues with respect to legal and regulatory compliance and corporate ethics.**

# Important Notes

## 1. Adoption of accrual accounting

We recognize cost of goods sold on an accrual basis and account for sales according to a cost-progress ratio



## 2. Accounting for software and other intangibles

Costs for self-sponsored software development included in inventories and long-term prepaid expenses in prior years, such as subcontractor costs and personnel expenses for system development, has been reclassified as “software and other intangibles.” The investment for the development is recovered over the medium term by gaining fees for multi-user system management and operation

## 3. Use of completion contracts and importance of project management

In providing system development services, we accept orders directly from clients as a primary contractor, and are responsible for completion at an agreed fee. Because we have many long-term projects for which forecasts may be inaccurate or which are subject to unforeseen changes due to environmental and technological changes, we place great importance on project management to limit the risk of possible losses.

## 4. Dependence on subcontractors to provide services

In providing system development, software coding and other discrete aspects are typically subcontracted to a network of third-party subcontractors. We strive to ensure an abundant availability of the most excellent subcontractors, with whom we maintain strong business relationships.

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### 3. Financial Results Forecast for the year ended March 2002

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**Hajime Ueda, General Manager of Finance Department**

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# Results for the 1<sup>st</sup> half to September 2001

**Sales: JPY 109.1 billion (yoy: + 6.4%)**

**Selling, general and administrative expenses:**

**JPY 16.1 billion (yoy: +16.7%)**

**Operating Profit: JPY 12.0 billion (yoy:  $\Delta$ 10.5%)**

- **Venture capital partnership interests:**

**JPY 1.6 billion (the same period of last FY: JPY 1.9 billion)**

- **Reversal of Allowance for Welfare Pension Plan: JPY 8.1 billion**

**Interim Net Income: JPY 12.9 billion (yoy: + 50.5%)**

**(Note) : 1. Rounded to the nearest 100 million yen**

**2. Consolidated data**



## Change from our forecast for the 1<sup>st</sup> half to September 2001

The forecast disclosed before and the actual results for the 1<sup>st</sup> half to Sep. 2001.

(Unit:JPY billion)

|                    | <u>Our Forecast</u> | <u>Actual Results</u> | <u>Change</u> | <u>Change in%</u> |
|--------------------|---------------------|-----------------------|---------------|-------------------|
| Sales :            | 106.0               | 109.0                 | 3.0           | + 2.9%            |
| Operating Profit : | 10.7                | 12.0                  | 1.3           | + 12.6%           |
| Net Income :       | 11.7                | 12.9                  | 1.2           | + 10.6%           |

(Note) : 1. Forecast disclosed on August 21, 2001

2. Rounded to the nearest million yen.

3. Consolidated Data

# **NRI** Sales for the 1<sup>st</sup> half to September 2001 by Segment

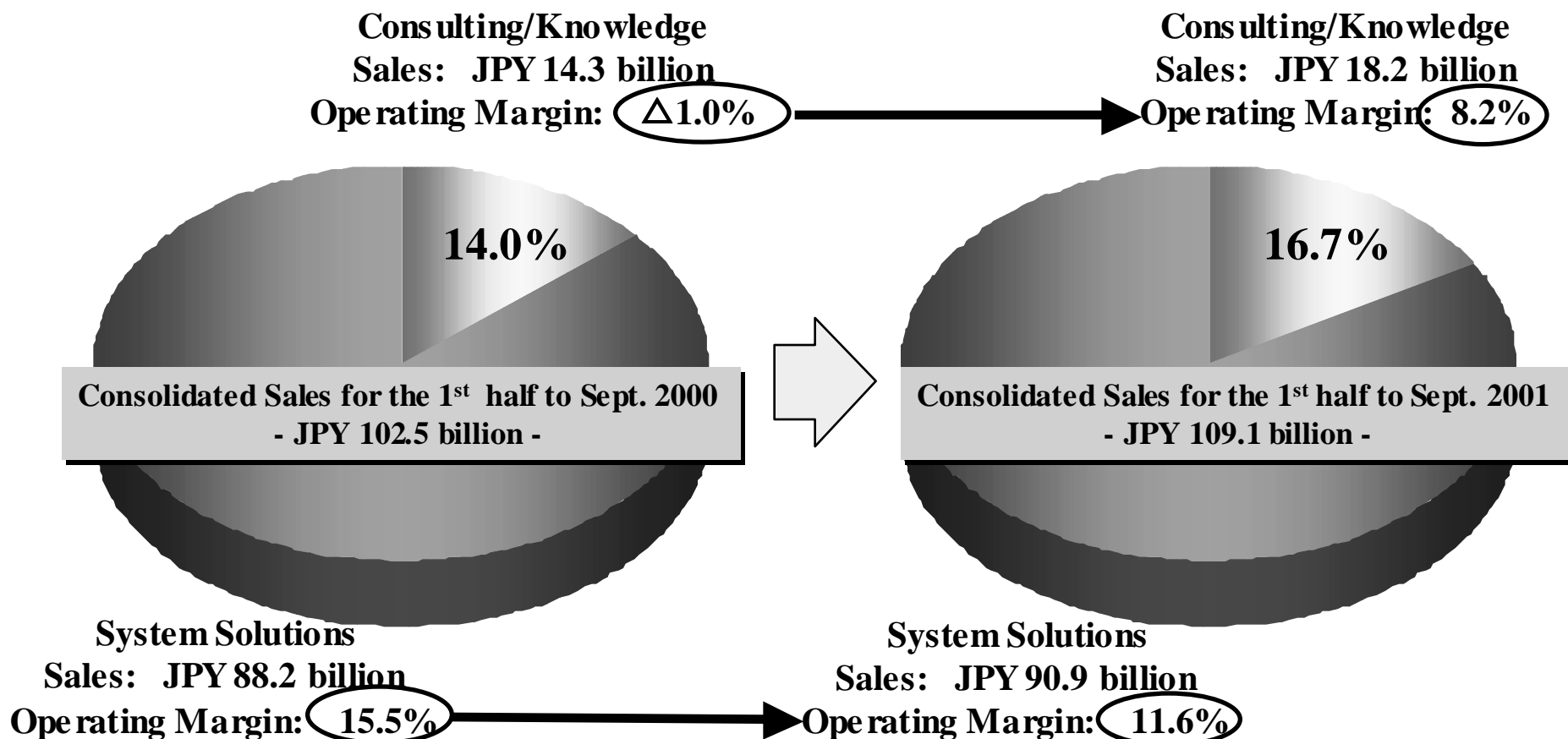
(Unit : JPY billion)

| <b>Sales Breakdown</b>  | <b>Amount</b> | <b>Change(%)</b> |
|---|---------------|------------------|
| <b>System Solutions Services</b>  | 90.9          | + 3.1            |
| <input type="checkbox"/> Systems Development/<br>Systems Applications Sales | 41.4          | + 8.1            |
| <input type="checkbox"/> Systems Management/Operations                      | 41.9          | + 4.8            |
| <input type="checkbox"/> Product Sales                                      | 7.6           | △23.5            |
| <b>Consulting/Knowledge Services</b>  | 18.2          | + 27.2           |
| <b>Total</b>  | <b>109.1</b>  | <b>+ 6.4%</b>    |

(Note) : 1. Rounded to the nearest million yen.

2. Consolidated Data

# **NRI** Changes in Composition of Sales by Segment

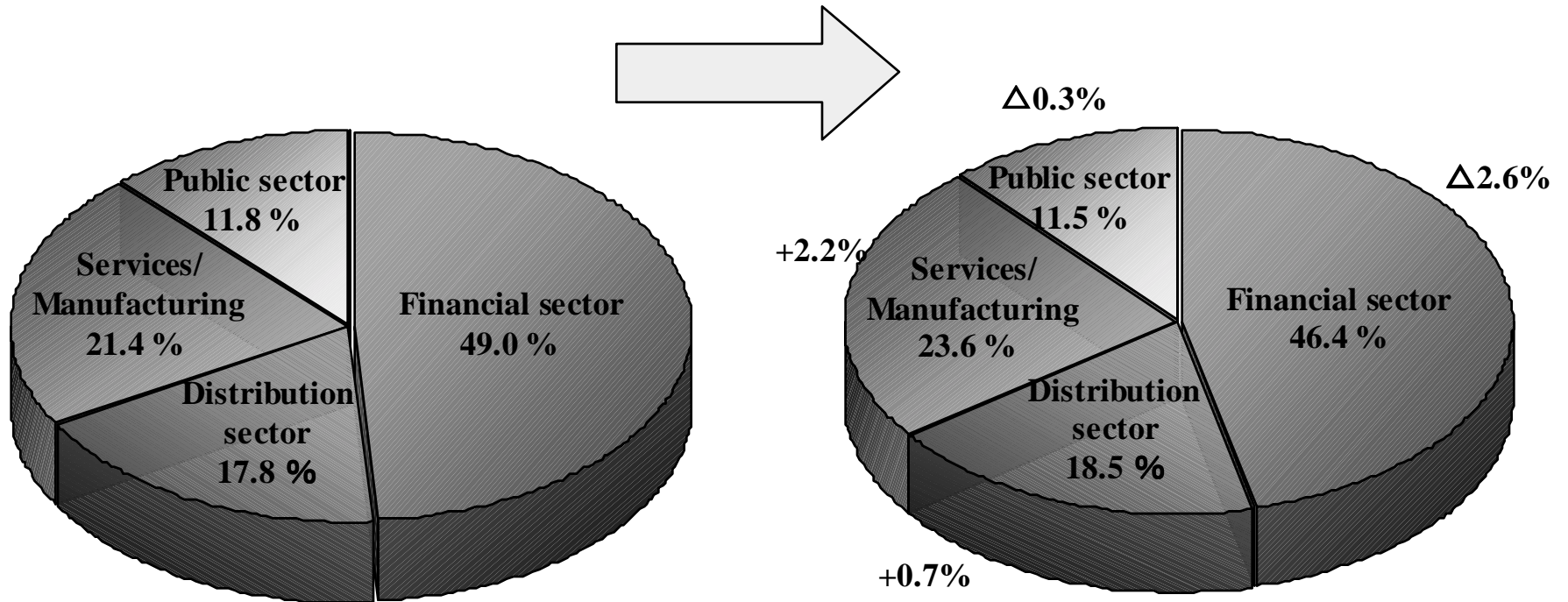


- (Note) 1. Operating Margin is calculated based on Operating Profit including inter-company transaction.  
2. Rounded to the nearest 100 million yen.  
3. Consolidated data

# Changes in Composition of Sales by Sector

Year ended March 2001

1st Half to Sep. 2001



(Note): Change in % is compared with the rate of year base

Financial sector : brokerage houses, insurance, banks, investment trusts, asset management, consumer finance companies, etc

Distribution sector : general merchandisers, wholesalers, convenience stores, etc

Public sector : central government ministries and agencies, public financial institutions, etc

**(Note) : Consolidated Data**

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# Steady Increase of Order Backlog

(Unit:JPY billion)

|   | The 1 <sup>st</sup> half<br>to Sep. 2000 | The 1 <sup>st</sup> half<br>to Sep. 2001 | Change<br>in JPY<br>billion | Change<br>in % |
|---|--|--|-----------------------------|----------------|
| <b>System Solutions Services</b>  | 51.3                                     | 56.3                                     | +5.0                        | +9.8           |
| <input type="checkbox"/> Systems Development/<br>Systems Applications Sales | 18.0                                     | 19.3                                     | +1.4                        | +7.6           |
| <input type="checkbox"/> Systems Management/<br>Operations                  | 33.3                                     | 37.0                                     | +3.6                        | +10.9          |
| <b>Consulting/Knowledge Services</b>  | 11.0                                     | 11.7                                     | +0.7                        | +6.7           |
| <b>Order Backlog Total</b>  | 62.2                                     | <b>68.0</b>                              | <b>+5.7</b>                 | <b>+9.2</b>    |

(Note) : 1. NRI management monitors the progress of sales against forecast using a YOY comparison of the total of "orders outstanding plus sales to date," which is a figure based on management accounts.

2. Rounded to the nearest 100 million yen

3. Consolidated data



## Financial Results forecast for the year ended March 2002

Our forecast for the year ended March 2002

|                   | (forecast)<br><u>the year</u> | (actual)<br><u>1st half</u> | (forecast)<br><u>2nd half</u> | (Unit: JPY billion)<br><u>yoy</u> |
|-------------------|-------------------------------|-----------------------------|-------------------------------|-----------------------------------|
| Sales:            | 235.0                         | 109.1                       | 126.0                         | + 7.8%                            |
| Operating Profit: | 29.5                          | 12.0                        | 17.5                          | + 6.0%                            |
| Net Income:       | 21.5                          | 12.9                        | 8.6                           | △15.3%                            |

(Note) : 1. In our forecast, NRI estimates approximately JPY 2.5 billion, the actuarial loss of noncontributory defined pension plan at the end of the fiscal year.

2. Rounded to the nearest 100 million yen

3. Consolidated data