
1. Message from the New President

2. Financial Results for FY March 2010

3. Financial Results Forecasts for FY March 2011

4. Priority Measures for Medium to Long-term Growth

Priority Measures for Medium to Long-term Growth

Five strengths to reinforce

Proposal skills

Marketing skills

Business creation skills

Quality provision capacity

Human resource
development skills

Toward business expansion

Strengthening navigation function

Business development:

Expansion of services cutting across industries and markets, primarily in financial sector

New customer acquisition:

Acquire new clients in industrial sector through prime account activities and other

Reinforce Asia and global systems

Creating mechanisms that support growth

Enhance quality and productivity

Augment human resource
development and training system

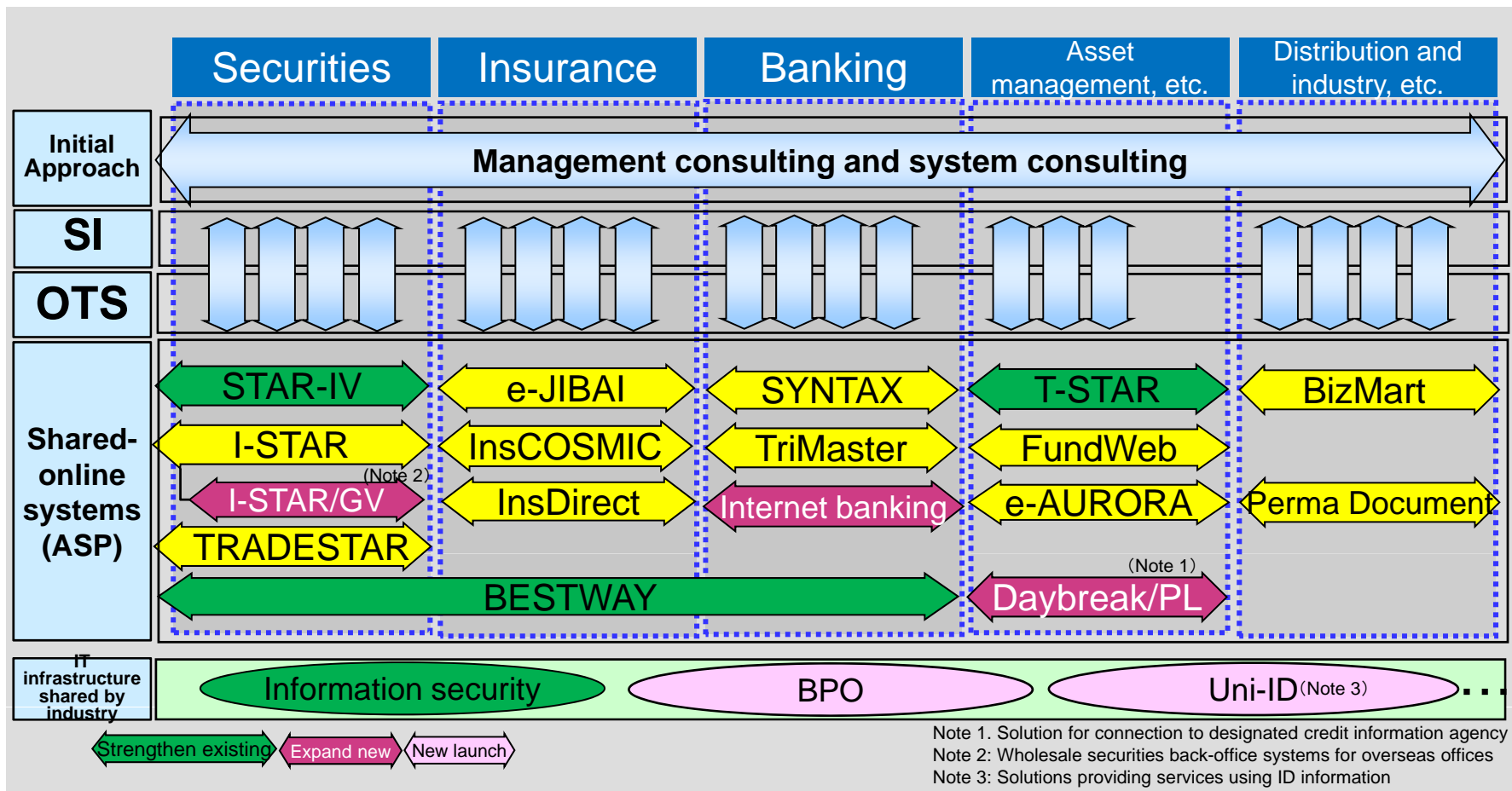
Reinforcing the Navigation Function

- **Center for Strategic Management and Innovation (new)**
 - Reinforce proposal function, and serve as intermediary between the private sector and government, in order to differentiate the NRI image
 - Collaborate with Consulting Division to lead business expansion

- **Center for Financial Markets and Technology Research (new)**
 - Study and conduct research in the financial sector while collaborating with business divisions, and provide external proposals
 - Ex. Hold financial market panel as a forum for discussing policy on the financial markets

Business Development (Strengthen Existing Businesses, Develop New Businesses)

- Expand existing business platform business and develop new services cutting across industries and markets, primarily in finance-related sectors



New Client Development

- **Aim for establishment of long-term relationship management and unveiling of large-scale solutions business, primarily in manufacturing-related sectors**
 - **Prime account activities**
 - **Address clients' strategic/operational/IT issues holistically through collaboration among Consulting, System Consulting and Solutions Divisions, and make large-scale IT proposals as a set to accompany management and business reforms**

Prime account activities

Navigation

- Identifying management and business issues



Solutions

- Identifying IT issues

- **Comprehensive understanding of strategic/operational/IT issues**

- **Make large-scale IT proposals as a set to accompany management and business reforms**

Full Implementation of Asia and Global System

■ Reinforce overseas business, primarily in China

- Expand overseas, utilizing NRI's strengths in Japan

<1>Expand consulting business

- Shanghai, Seoul, Taipei, Manila, Moscow

<2>Reinforce China's system business

■ NRI Beijing

- Full-scale start of hiring and training
⇒ 22 engineers hired in 2009
About 25 to be hired in 2010

● Customer support

Expand systems business for Seven & i

- New business development on Chinese mainland

■ Shanghai:

- Joint venture with Mitsubishi Corporation (iVision)

<3> Global support for customers

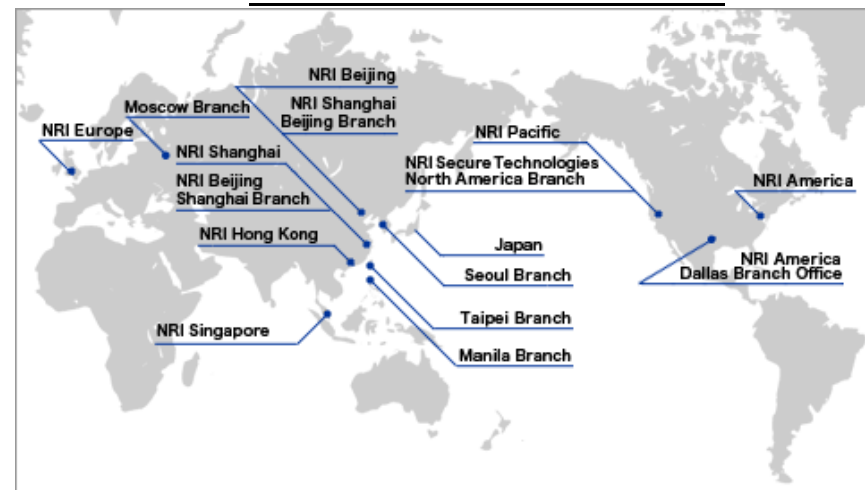
■ Seven & i-related businesses

- US (Dallas)
- China (Beijing, Chengdu, etc.)
- Indonesia

■ Manufacturing-related businesses

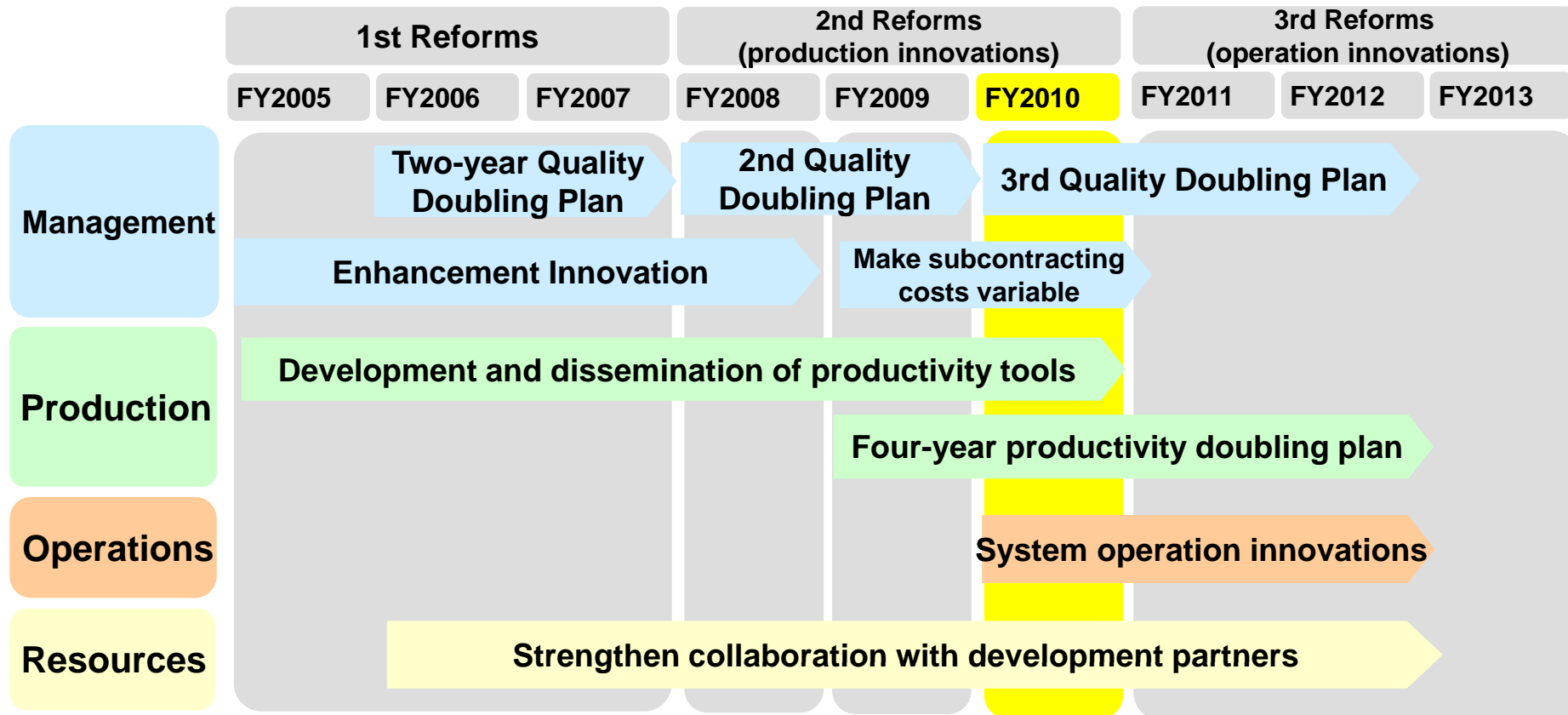
- ERP for Japanese companies

NRI's overseas offices



Enhancing Quality and Productivity

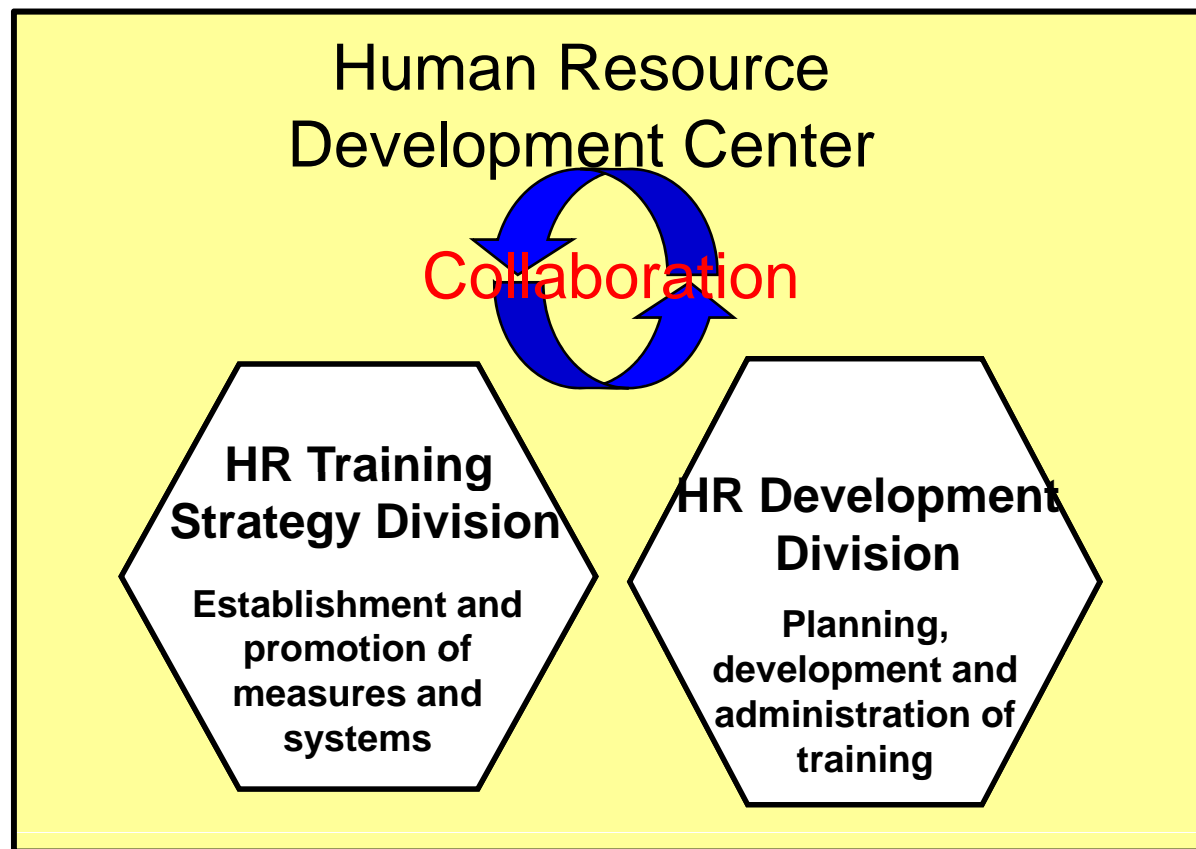
- Continue and expand initiatives to improve quality (promote the 3rd Quality Doubling Plan)
- Promote use of tools and guidelines and enhance productivity through company-wide mobilization



Augment Human Resource Development and Training System

■ Human Resource Development Center (new)

- Development of mechanisms for strategic training and development of core personnel that will lead the next generation



This document contains statements that constitute forward-looking statements. These statements include descriptions regarding the intent, belief or current expectations of the Company or its officers with respect to the consolidated results of operations and financial condition of the Company.

Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors.

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