NRI

Sustainability Book 2023

Nomura Research Institute

Dream up the future.

未来創発

Our corporate statement at the NRI Group is "Dream up the future".
In this era of dramatic change and widespread unpredictability,
we aim to carve out a solid future and contribute to the world
by focusing on society's needs and creating new value.
The NRI Group will continue to pursue new challenges.

Icons on pages that introduce NRI Group efforts

We pick up icons from the 17 Sustainable Development Goals (SDGs)* on this page, which correspond to examples of value co-creation with clients in the NRI Group described in this document.

* SDGs: Shared global goals defined by the United Nations for 2016 to 2030 in order to resolve global issues. Achieving this goal requires participation and cooperation from the national governments of UN member nations, local governments, corporations, NPOs, NGOs, and individual citizens.

Sustainability Book 2023　Table of Contents

2 Message from the President

4 Sustainability Management

Examples of Co-Creation of Value with clients

8 Dreaming up a future vision for Japan and the world

10 Creating new customer experience and helping to revitalize local economies through DX

12 Backing the ESG initiatives of companies

14 Promoting green transformation (GX) in Japan

16 Helping to achieve decarbonized societies in Japan and internationally through digital technology

18 Contributing toward greater convenience for consumers and lower social costs

20 Raising Japan' s information security standards

22 Advance human capital

23 Accumulate intellectual capital

24 Efforts toward the environment and society

29 Initiatives that NRI participates

30 Sustainability topics : Numbers

32 Recognition

36 NRI Group Vision 2030 Statement

38 Global network

40 NRI group companies in Japan

41 Sustainability book 2023 Editorial Policy

Message from the President

Shingo Konomoto

President & CEO, Chairman,
Member of the Board,
Representative Director

Since the establishment of Nomura Research Institute, Ltd. (NRI), we have been striving to enrich people's lives through our business, including consulting and IT solutions. The spirit of challenging ourselves to resolve the social issues of companies and society and to create social value through our core business has been passed down as the NRI Group's DNA since our founding until the present.

For today's society which is currently fraught with increasingly complex and diverse challenges, one key is advancing with digitalization for maintaining vitality and growth into the future. The shift to digital first is likely to become a sweeping trend for society as a whole. Our desire is to generate new value in a broad range of areas from transforming companies and business to delivering solutions for social issues by focusing on transformation that leverages digital technologies (digital transformation = DX). If we leverage the NRI Group's ability to provide everything from consulting to IT solutions in an integrated manner, we will contribute to society through the

broad deployment of business that helps to resolve the issues that our clients and society are facing.

As society, industry, and even companies are forced to break away from their preconceived ideas amidst times of turbulent change and uncertainty. We believe this is precisely the time to demonstrate NRI Group's capability and role that we can fulfill. Under our "NRI Group Vision 2030" (V2030) long-term management vision leading up to the year 2030, we will pioneer the era with management and technology fusion as we provide insight on the prosperous lives awaiting people beyond DX and dynamically transform the world with digital social capital (shared infrastructure and services that generate new value through digital technology while supporting society and industry). We will also collaborate with diverse stakeholders in Japan and around the world and co-create social value in order to deliver the "Society We Innovate" pillar of our corporate philosophy - such as (1) a prosperous society that nourishes potential and brings dreams to life, (2) a sustainable society that connects knowledge to treat the planet wisely, and (3) a resilient society that promotes safety and security.

In addition to social value creation through these types of business, we will position ESG (environmental, social, and governance) as the foundation for them in V2030 and the Medium-Term Management Plan (2023-2025). The NRI Group has also been ahead of the game in usage of renewable energy at data centers, addressing human rights, and strengthening governance. We are pushing forward with preparations to evolve these efforts to cover the entire NRI Group, including our overseas businesses, as well as our entire supply chain.

The NRI Group will continue forging full speed ahead toward the creation of a thriving, sustainable future.

Sustainability Management

Founding Ideals of the NRI Group

Nomura Research Institute, Ltd. (NRI) was born out of the 1988 merger between the former Nomura Research Institute, Ltd., founded in 1965 as Japan's first comprehensive private sector think tank, and Nomura Computer Systems Co., Ltd., which was established in 1966 and achieved the first business applications for commercial computers in Japan. The prospectus of the former Nomura Research Institute, Ltd., included the objective "Promoting the industrial economy and serving the general community through research." This objective is the starting point for sustainability management in the NRI Group. For us, "achieving social value along with economic value" is not something special. It is the one we have been engaged in since our founding. The 1988 merger was conducted based on the idea that "in the upcoming advanced information society, neither could exist a think-tank without system functions nor a systems company without a think-tank function," having foreseen a word truly like the one surrounding us today where the power of digital has become a requirement in every field. The spirit of challenging ourselves to resolve social issues and

The founding prospectus of former Nomura Research Institute (Produced by Nomura Securities in 1962)

to create new social value through our core business has been passed down until today as the NRI Group's DNA.

NRI Group Corporate Philosophy

Our corporate philosophy is comprised of the three pillars of our "Mission," "The Society We Innovate," and "Our Values."

Long-term management vision NRI Group Vision 2030 (V2030)

NRI Group Vision 2030, which we defined to realize our corporate philosophy, describes the NRI Group' s growth stories leading up to the year 2030. We aim to dynamically transform the world by going even more in-depth and evolving in the business we have

Envision the value,
Empower the change

developed until now, in other words our core business, by taking on DX3.0, and by achieving even more global business growth.

Mission

For Society :
Envision and realize new paradigms

For Customers :
Be a trusted partner for mutual growth

Society We Innovate

Prosperous society that nourishes potential and brings dreams to life
Sustainable society that connects knowledge to treat the planet wisely
Resilient society that promotes safety and security

Values

Foresight and thoroughness to exceed expectations
Mutual respect to unite diverse individuals
Passion and pride to pursue new challenges

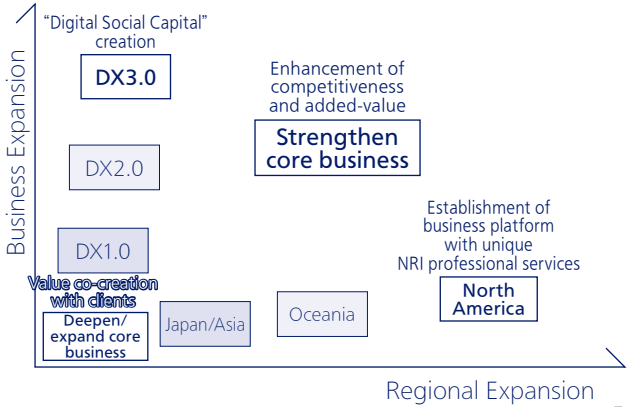
Corporate Statement

Dream up the future.

未来創発

NRI Group in 2030

To be a dynamic transformer of the world with digital social capital by being ahead of the times through the fusion of management and technology and insight into the abundance beyond DX



Sustainability Strategy (Materiality)

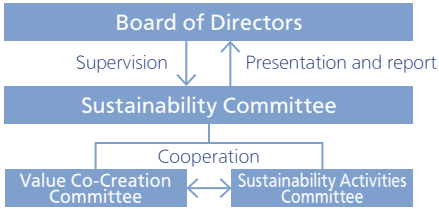
In V2030, we have incorporated the concept of sustainability into our growth strategy as a materiality.
We will work to "Create a sustainable society" and "Achieve the NRI Group's growth strategy" based on eight materialities consisting of three layers: "Value Creation," "Value Creation Capital," and "Management Basis (ESG)."

Materiality identification has been done based on double materiality, including the impact on the company (financial), and the expectations and demands of stakeholders (environmental and social impact).
We formulate and implement action plans based on the eight materialities, and regularly check our progress by KPIs.

NRI Group's Materiality

Sustainability Management Structure

In FY2023, we established the Sustainability Committee (chaired by a member of the board) to oversee two committees and further strengthened our sustainability governance.



Value Co-Creation Activities

We are working on "Value Co-Creation Activities" to build understanding among each individual employee about how their job relates to society and set them on the path to creating social value. As part of these activities, we are implementing MVV Dialogues at each of our organizations in order to

practice the NRI Group' s MVV* in a unified manner.

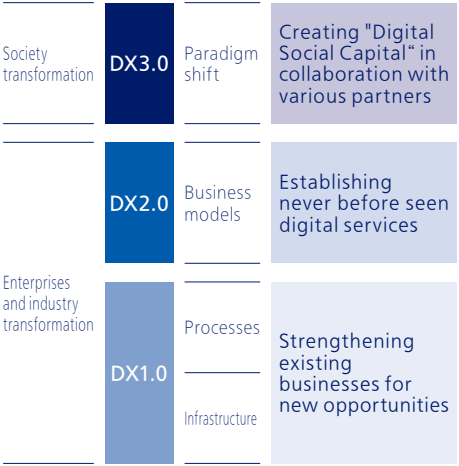
Taking on DX3.0

In addition to DX1.0 (process transformation and infrastructure transformation) and DX2.0 (business model transformation) which we have worked on thus far, we challenge DX3.0 which focuses on resolving social issues. Combining our strengths in consulting and IT solutions, we are working on social transformations geared toward achieving a sustainable society.

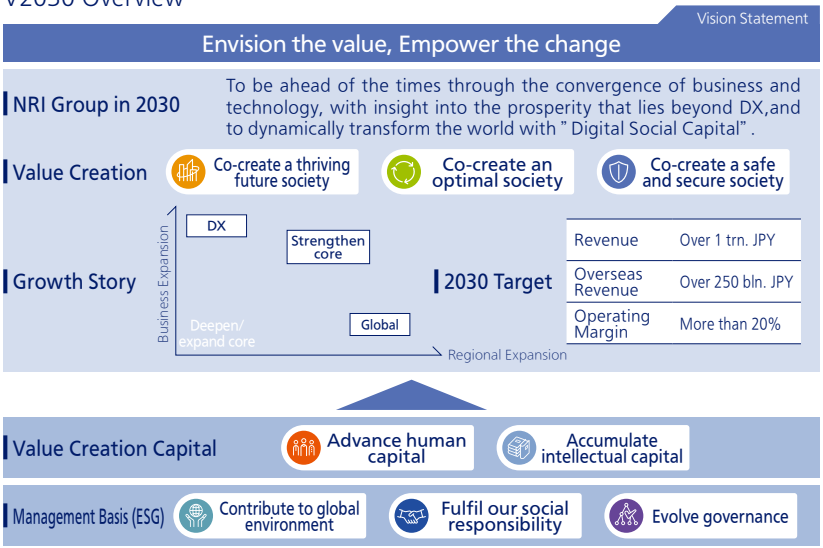
Creating sustainable society and Realizing NRI Group's growth strategy are one and the same

The NRI Group will be evolving its sustainability management with the belief that, "the NRI Group' s growth strategy and building sustainable futures are one in the same."

DX3.0



V2030 Overview



Dreaming up a future vision for Japan and the world

NRI Dream Up the Future Forum : Consider the future of Japan and the world together with experts and specialists from inside and outside the company.

Every year, we organize the NRI Dream Up the Future Forum based on NRI's Corporate Statement "Dream up the future." In 2022 the Forum had 900 in-person attendees and approximately 4,600 attendees online.

NRI President & CEO Shingo Konomoto delivered the keynote speech. He shared examples of improved life satisfaction due to digitalization through NRI surveys as well as cases of business model transformation. Additionally, he recommended measures to leverage digital in boosting Japan's attractiveness, and to pursue an influx of direct investment and high-level human resources from overseas. After that, founding executive editor of Wired* magazine Kevin Kelly delivered a special lecture. Kelly examined the acceleration of globalism and digitalization, as well as the evolution of AI. He explained that entry into the fields of AI and the metaverse represents a tremendous opportunity for Japan and Japanese companies. Finally, the Head of Editorial Content for the Japanese version of Wired Michiaki Matsushima joined Kelly and Konomoto for a special three-person talk session about the future that technology will create.

NRI will continue foreseeing the future with sights set on social change and making recommendations for society aimed at building an even better society in the future.

* Wired was launched as a print magazine in the US in 1993. It is now a multi-media format publication that focuses on how technology impacts society and culture and makes recommendations about how the future should be.

Creating new customer experience and helping to revitalize local economies through DX

"Dokokani Byun!" - the new service that introduces travelers to destinations they hadn't considered

Trips to randomly selected travel destinations have become a trend in recent years. The NRI Group is involved in researching regional development through DX, and in planning and development for travel services utilizing saved miles and points based on the concept of traveling to unexpected destinations. We are creating opportunities to venture out to appealing areas all over Japan.

East Japan Railway Company (JR East), NRI Digital, and NRI collaborated to launch the new bullet train service "Dokokani Byun!" in December 2022, generating new tourism demand and consumption opportunities in the Tohoku and Joshin-etsu regions. This service that utilizes customers' JRE points*1 to let them travel round-trip to a station "somewhere" chosen randomly from among four candidate stations*2 offers customers new encounters and experiences through trips that begin with randomness. In addition to spurring a recovery in travel demand post-COVID, this measure also delivers ongoing regional revitalization by creating opportunities for socializing with local communities.

The NRI Group will continue creating new business models and leveraging DX expertise to support clients in developing and providing appealing services, while also contributing in many forms to the revitalization of local communities.

*1 Apply by redeeming 6,000 points through JR East point service *JRE Point*

*2 Four candidate stations are randomly selected from among 47 stations on JR East bullet train lines. Search again until destinations that seem intriguing are chosen. Customers are informed of the destination ultimately chosen within three days of applying.

AUSIEX
Home
Clients
Watchlists
Quotes & Research
Trade
Reporting
Administration
Products & Solutions
Contact Us
Last Price
$49.650
Today's Change
0.000(0.00%)
Buy
Sell
Summary
Announcements
Charting
Dividends
News, Research & Recommendations
About
Forecasts & Trends
Trading Ideas
Financials
Derivatives
Performance Chart
ESG Risk Score
Low Risk
Environmental
Social
Governance

Backing the ESG initiatives of companies

"ESG Risk Rating Information" for Australian investors

Interest in ESG for the realization of a sustainable society is also increasing in Australia. According to Responsible Investment Association Australasia (RIAA)*1, an Australian ESG promotion organization, 43% of domestic investment trusts operate through ESG investment (as of September 2022), which shows the importance of ratings based on a company's ESG initiatives when Australian investors make their investment decisions.

The NRI Group's Australian Investment Exchange Limited (AUSIEX) launched its service to provide Morningstar Sustainalytics*2 ESG risk rating information to Australian investors in October 2022. On the stock trading systems used by investors to make investment decisions, this service displays "comprehensive ESG risk scores" that assess the severity of unmanaged ESG risks from important ESG issues that listed companies are facing and convert them into numerical values, in addition to scores for the categories of "Environmental," "Social," and "Governance" respectively. NRI will also be working on proposing new reference standards for investment decisions, while also developing learning content to educate investors, and more.

The NRI Group will continue supporting stakeholders as well as ESG and SDGs initiatives in society, contributing to the creation of a sustainable society.

*1 Responsible Investment Association Australasia

*2 A member of the Morningstar Group in the US. Sustainalytics is a leading company in ESG surveys, ratings, and data provision, and has supported the development and practical implementation of responsible investment strategies by worldwide investors for more than 25 years.

333.01
292.76

Promoting green transformation (GX) in Japan

In charge of overall coordination for the GX League initiative to form market rules geared toward achieving a decarbonized society

Green transformation (GX) refers to a shift from an industrial structure centered on fossil fuel to one centered on clean energy, and plotting the transformation of entire socioeconomic systems accordingly. In Japan, initiatives to achieve carbon neutrality by 2050 and aim for greenhouse gas emissions reduction targets by 2030 are in full swing.

In 2022, Japan's Ministry of Economy, Trade and Industry (METI) launched an initiative based on the "GX League Basic Concept*1," and activities by a wide range of industries and companies have gotten under way. This involves reflecting the diverse needs of Japanese companies in the creation of rules such as for emissions trading*2 systems centered on carbon pricing*3 initiatives to accelerate the achievement of carbon neutrality. The aim is to create markets for GX through engagement in discussions and experiments between the related parties. The initiative is expected to be an effective activity for achieving carbon neutrality in Japan, and at the same time to communicate internationally meaningful rules originating in Japan. NRI is handling the overall coordination of the GX League as its administrative office, coordinating between all of the related parties while playing a role in promoting GX in Japan.

NRI will continue contributing to the transformation of society as a whole while teaming up with diverse stakeholders for value co-creation.

*1 Approximately 700 companies endorsed the basic concept in FY2022

*2 Framework that holds companies and other entities financially responsible for the cost of their carbon dioxide emissions

*3 Companies can trade their carbon dioxide emissions reductions in the market just like stocks and bonds

NICTS
カーボンフットプリント内訳
カーボンフットプリント推移

Helping to achieve decarbonized societies in Japan and internationally through digital technology

Carbon Tracing System (NRI-CTS) *1
: Visualize CO_2 emissions throughout the entire supply chain

As measures to counter climate change are advancing around the world, companies are now expected to disclose and reduce not only their own CO_2 emissions but also those occurring through their entire supply chain. However, it is not easy to gather data from suppliers and business partners and it leads to frustration for companies.

At NRI, we are ambitiously striving to support emissions calculations throughout the supply chain by linking the CO_2 emissions information of large numbers of companies through our Carbon Tracing System (NRI-CTS). It includes a process recording function that enables more accurate, highly reliable calculations, as well as a tampering detection function, and is also compliant with revised versions of major international guidelines. This makes it possible to save the time and trouble of dealing with each company individually, while also staying current with the latest global trends.

Additionally, NRI is participating in the WBCSD*2 Partnership for Carbon Transparency (PACT) project which seeks to accelerate decarbonization through greater transparency of emissions in the supply chain. In this effort, NRI-CTS was registered as one of the first solutions in the world as compliant with the PACT framework.

NRI will continue engaging in initiatives to accelerate the achievement of a decarbonized society by global standards and contributing toward a sustainable future.

*1 Solutions for calculating and informing about the CO2 emissions of companies and products. The emissions of an entire supply chain can be tabulated by consolidating the CO2 emissions information of each company based on the measured values

*2 The World Business Council for Sustainable Development : Global organization bringing together approximately 200 CEOs for sustainable development

Contributing toward greater convenience for consumers and lower social costs

Utilizing the e-NINSHO* identity verification service with My Number individual number card to support life insurers at innovating their operations and offering more sophisticated services

The My Number system has become a critical piece of social infrastructure since its launch in January 2016. Digital social services has become more common in Japan particularly as a result of the COVID pandemic. NRI provides identity verification service e-NINSHO which utilizes My Number cards. This service has been accredited by the Minister of Health, Labour and Welfare (MHLW), and customers of many large insurance companies etc.

One example of e-NINSHO is verifying the living status of life insurance policyholders. NRI provides the platform to enable insurance companies to automatically obtain information about the nullification of a My Number card when a policyholder passes away by linking My Number cards to life insurance contracts with the consent of the policyholder. Insurance companies can quickly contact the bereaved family and other related persons to inform them about the procedures for receiving their insurance benefits and prevent the benefits from going unpaid. This mechanism benefits insurance companies which had previously expended extensive efforts and costs to verify the status of policyholders, making their businesses more efficient while at the same time raising the level of their services. Bereaved family members also benefit by receiving their insurance benefits with certainty, and quickly.

NRI will continue digitalizing various procedures with the aim of creating a safe, secure digital society that is convenient both for companies and consumers.

* Public identity verification service that utilizes My Number cards to handle procedures such as verifying identity and collecting My Number information online

Raising Japan's information security standards

NRI jointly established the Cyber Security Initiative for Japan and is formulating and providing frameworks for information security measures

As initiatives to create new value with DX become prevalent, there is greater need than ever to have advanced cyber security measures in place. It is a key task for the domestic security industry as a whole to raise the level of cyber defense capabilities in Japan.

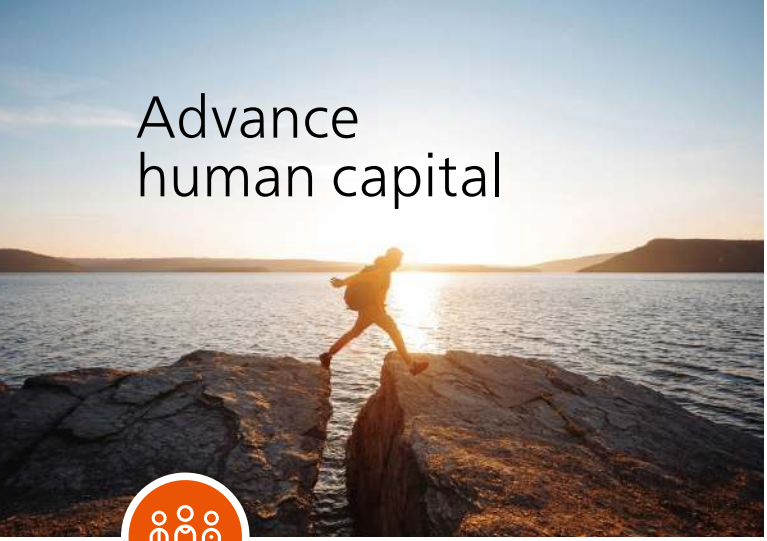
In April 2022, NRI Secure Technologies, LAC Co., Ltd. and Global Security Experts Inc., jointly established membership-based volunteer group Cyber Security Initiative for Japan (CSIJ) to support Japanese companies in taking measures against the cyber security risks confronting them. CSIJ formulates frameworks for assessing security measures suitable for the digital society of the future*1, and frameworks for high-level cyber security talent development*2. By providing these services, we are helping member companies and groups to raise the level of their services and improve their security while working together with the related government ministries.

Going forward, the NRI Group will continue leveraging its DX knowledge to bolster security levels in society and industry overall, while also helping to achieve a safe, secure digital society.

*1 Guiding principles for assessing the status of security measures in areas of IT that are engaged in cloud usage and related initiatives, based on major security-related guidelines

*2 Defining roles with a focus on the operational tasks of security personnel, and setting out career paths for reaching each targeted level, as well as training curriculum and other content

Advance human capital



Human capital strategy of the NRI Group

The strength of the NRI Group is its people—professional employees who possess advanced expertise, take action on their own based on goals they set for themselves, and take on new challenges without fearing change. In order to develop human resources, we are creating mechanisms and environments to harness the capabilities of inspired employees and guide them toward success in the workplace.

Growth cycles that channel the maximum creativity in each individual

Taking the aspirations and experience of each individual employee into consideration, we harness their capabilities to the fullest and back them in taking on new challenges. Aiming to build organizations with high levels of engagement, we are also continuously working toward diversity and inclusion that enables a diverse professional workforce to thrive.

Human Capital Intellectual Capital

Accumulate intellectual capital

The source of the NRI Group's competitive strength

Intellectual capital is a powerful source of competitive strength and essential for the NRI Group. It is a key element that differentiates us from the competition. Through the accumulation and usage of intellectual capital, we channel individual strengths into organizational strengths and pass that knowledge and expertise on to new generations.

Ambitious efforts by team of experts with insight into future society

Team members with high levels of expertise in each particular field play active roles at the Center for Strategic Management & Innovation, which handles the think tank function for the NRI Group. Their aim is to be a future-oriented think tank that discerns the social and economic problems that Japan and the world are facing and makes proposals to solve them while recommending and communicating their vision of the future beyond those problems.

NRI Group' s Intellectual Capital

Outstanding business model

- **Consulting**: Industry / business knowledge, technical knowledge; Recognition of clients' management issues
- **IT Solutions**: Development / operational documents; Software assets
- Con-Solution

Continuously evolving brand

- **Superior insight**: Policy recommendations; Information transmission; Market forecasts / investigations
- **High-level ability to achieve**: Quality, customer satisfaction; Social infrastructure
- Reliability, corporate image

Patent rights | Copyrights | Rights of trademark | Design rights

Capabilities that support business development

- **Knowledge that supports organizational strength**: Consulting framework, industry network, Expertise to support execution; Analytics methods / tools; IT solution expertise / regulations
- **Process that supports organizational strength**: Quality management; Production innovation; Business development

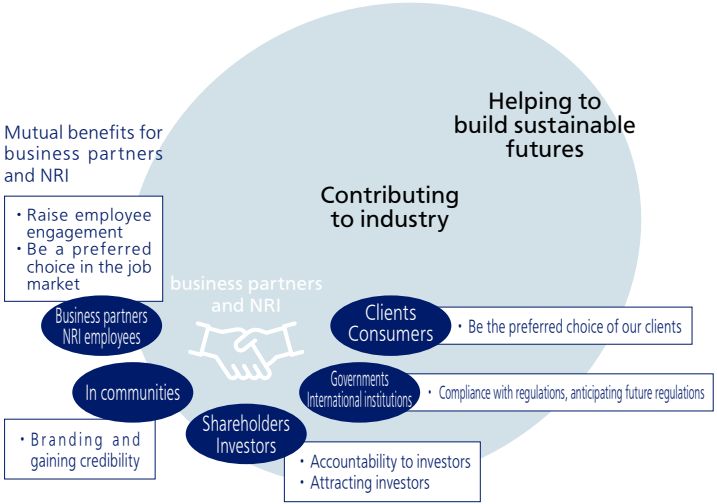
Efforts toward the environment and society

Environmental Targets

The NRI Group has positioned "contribute to the global environment through collaboration with business partners" as part of its materiality, and operates with consideration for natural capital while also engaging in efforts to help create a sustainable global environment. In February 2023, NRI set an environmental target to decarbonize its entire value chain, in accordance with the Corporate Net-Zero Standard of the SBT initiative.

NRI Net-Zero Journey

The NRI Net-Zero Journey is an initiative to walk alongside business partners on the path toward Net-Zero in 2050 including Scope 3, and together aim for business growth while building sustainable futures. In FY2022, NRI held workshops for business partners to set greenhouse gas emissions reduction targets according to SBT standards, and 30 companies attended.



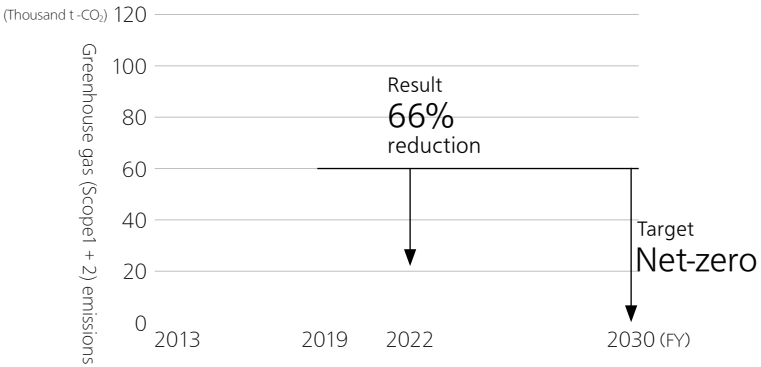
NRI Group's Environmental Targets

Category	FY2030 targets	FY2050 targets
Scope 1+2	Achieve **net-zero** greenhouse gas emissions* in the NRI Group *Reduce emissions by 97% compared to FY2019, and neutralize*1 residual emissions*2	Achieve **net-zero** greenhouse gas emissions* in the NRI Group (Scope 1+2+3) (Compared to FY2019) *Reduce Scope 1+2+3 emissions by 90%, neutralizing residual emissions
	100% renewable energy usage in the NRI Group	
Scope 3	Reduce NRI Group' s Greenhouse gas emissions **by 30%** by FY2030 (Compared to FY2019)	

*1 Residual emissions: Emissions that cannot be reduced in the NRI Group' s value chain at the time of the net-zero targets

*2 Neutralization: Canceling out residual emissions through the use of carbon dioxide removal technologies and other means

NRI Group Greenhouse Gas Emissions Results and Targets (Scope1 + 2)



Initiatives toward the Final Recommendations of the TCFD

NRI has been conducting TCFD scenario analyses (identifying risks and opportunities by climate change and calculating the financial impact) in stages starting in FY2018 and publishing the results on its official website and in other media. In FY2022, the results of previous analyses were summarized and systematically improved for easy understanding. Going forward, we will stay informed on the impacts of climate change and disclose information based on the TCFD in order to properly address these impacts.

Top dialogue with CDP Founder Paul Dickinson

NRI has been holding annual dialog with external experts in order to understand global sustainability trends and reflect them in our strategy.

In FY2022, Shingo Konomoto (President & CEO at NRI), and Takeshi Hihara (Senior Managing Director) exchanged opinions with Paul Dickinson, founder of CDP, a global non-profit that runs the world's environmental disclosure system for companies, investors, cities, states and regions, helping them to measuring and act on their environmental impact .

This dialog includes the theme of "Global Climate Change Trends and the Expected Role of Corporations."

Pavilion exhibit at KidZania Fukuoka

With our desire for children to have their own thoughts and interest in social issues through active-learning, we exhibited the Business Innovation Center pavilion at KidZania*1 Fukuoka (city of Fukuoka, Fukuoka Prefecture) in July 2022. Children can experience two types of jobs, either as a business designer or a DX engineer, at this unique pavilion where they think of ideas to solve social issues and create the methods to implement them. We also donated KidZania Fukuoka admission tickets to children's homes and foster homes in the city of Fukuoka.

*1 KidZania : Children' s career and social experience facility

NRI Student Essay Contest 2022

Based on our hope for students who represent the future to have opportunities to think about the future of Japan and the world, we organized the NRI Student Essay Contest. Journalist Akira Ikegami and non-fiction writer Hazuki Saisho were welcomed as special guests of the judging panel, and prize winners in the high school and university categories were chosen from among 2,215 essay entries.

〈Titles of grand prize winning entries〉

- High school category: Lives Saved that Deserve to Be Saved,
- University category: Adults Say "Try Harder" but...
  -Social Design for Correcting Educational Inequalities

World Café for university students

NRI's Capital Markets & Wealth Management Solutions Division has launched Social Good Actions, an initiative for more in-depth insight into social issues and to generate innovative business ideas that leverage DX to solve those issues. As part of these activities, they held discussions with guest university students belonging to Project Anchor which engages in activities to address social issues. Employees and students exchanged stirring arguments about solving social issues, breaking down boundaries as they touched on various topics including regional revitalization in Japan the environment, and the LGBTQ+ community.

NRI Mirai

At special subsidiary NRI Mirai which employs many people with disabilities, we are unlocking the potential of each and every individual employee while expanding the scope of their duties through coworking with business units. In FY2022, they also started working in coordination with divisions to take on tasks such as handling some of the services that provide investment trust data to investors. Efforts toward inclusion with divisions and other NRI Group companies will continue.

Sponsorship with Australian rugby team NSW Waratahs

NRI Australia has sponsored to be Principal Partner of popular Australian rugby team the New South Wales Waratahs. For further brand expansion in the Oceania region, NRI also aims to make greater contributions toward economic vitality in the region through this partnership.

Social contribution activities in Australia

NRI Group company Planit engages in social contribution activities in collaboration with local groups.

1. Talent beyond boundaries

- Planit partners with Talent Beyond Boundaries to provide skilled refugees with work and sponsorship of their visa to enable them to move and settle in one of the countries in which we operate.
- Planit hires employees as a Consultant - Automation through this initiative and seek continuous engagement with them.

2. HerTechPath

- Planit partners with HerTechPath to deliver free interactive workshops for female high school students which showcase amazing women making an impact in the tech sector and inspire girls to look at a career in tech, cyber and STEM.

Initiatives that NRI participates

NRI actively participates in sustainability-related initiatives. We commit to the principles and goals advocated by the initiatives, and strive toward transformation in our management and business activities.

UNGC
(United Nations Global Compact)

WBCSD
(World Business Council for Sustainable Development)

TCFD
(Task Force on Climate-related Financial Disclosures)

Science Based Targets initiative (SBTi)

RE100
(Renewable Electricity 100%)

Business Ambition for 1.5°C

GXLeague

JCI
(Japan Climate Initiative)

COOL CHOICE

Race to Zero

Sustainability topics: Numbers

Company Name	Nomura Research Institute, Ltd.
Consolidated sales	692.2 billion yen (Fiscal 2022)
Number of employees (consolidated)	17,394

GHG emission (Scope 1+2)

66% Reduction

Results from FY2022
(compared to FY2019)

FY2030 target

Net-zero

*97% reduction (compared to FY2019), Residual emissions have been neutralized.

Number of employees
at overseas offices

6,596

Ratio of employees
at overseas offices

37.9%

Renewable energy usage rate in data centers

100%

(Based on FY2022)

The NRI Group is decarbonizing its data centers that consume the most electric power.

*All figures listed here, unless indicated, are actual results for FY2022 or as of March 31, 2023.

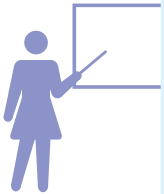
Female managers ratio

9.5%

(as of April 1, 2023)

End of FY2025 Target

13.0%



Scope: Non-consolidated

ESG-related e-learning participation rate

98.0%

E-learning on ESG basic knowledge and NRI's related initiatives is conducted annually throughout the domestic NRI Group.

Ratio of employees returning to work after childcare leave (Total for both men and women)

98.1%

284 employees took childcare leave, 225 of these employees were men.

*Includes leave for childcare purposes (partner childbirth leave)

Scope: Non-consolidated

Social contribution activity expenses

1,637 million yen

Social contribution activity expenses include monetary donations, in-kind donations, open facilities, employee activities, and R&D expenses for social problem solving.

Recognition — Inclusion in ESG stock indexes

The amount of global ESG investment in 2020 was approximately 4,000 trillion yen.
NRI has been selected as a constituent of numerous prevalent ESG stock indexes.

Dow Jones Sustainability World Index
From 2018～
Dow Jones Sustainability Asia Pacific Index
From 2016～

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Sompo Sustainability Index
From 2012～

2022
Sompo Sustainability Index

Euronext Vigeo World 120 Index
From 2021～

FTSE 4 Good Index Series
From 2006～

FTSE4Good

MSCI ESG Leaders Indexes*
From 2016～

2022 MSCI ESG Leaders Indexes Constituent

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NRI has been incorporated as a constituent stock in five of the ESG stock indexes chosen by Japan' s Government Pension Investment Fund (GPIF) since those indexes were originally chosen.

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

FTSE Blossom Japan

FTSE Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

Recognition — Awards from external organizations

Certified by CDP as a Climate Change A List Company for the fourth consecutive year

NRI has been certified by CDP* as the highest rated Climate Change A List company for the four consecutive year since 2020 in recognition of its climate change strategy, response, and information disclosure.

*A non-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts

Selected in the CDP Supplier Engagement Leaderboard for the fourth consecutive year

NRI was selected by CDP for the fourth consecutive year in recognition of its efforts to reduce greenhouse gas emissions and climate change risk throughout the supply chain.

Awarded the highest rank of AAA* in the MCSI ESG ratings for the second consecutive years

MSCI's ESG ratings are based on an analysis of industry-specific environmental, social and governance (ESG) risks and a company's ability to manage those risks relative to its peers, and are rated on a seven-point scale from AAA to CCC. NRI was awarded the highest rank of AAA for the second consecutive years.

As of 2022, Nomura Research Institute, Ltd. received an MSCI ESG Rating of AAA

Received highest award of Grand Prize at Japan Times Sustainable Japan Award 2022

NRI received the highest award of Grand Prize at Japan Times : Sustainable Japan Award 2022 organized by The Japan Times, Ltd. (sponsored by the Ministry of Economy, Trade and Industry, Ministry of the Environment, and the Financial Services Agency). Following three points were evaluated for the awards; NRI's shared online services provided in IT solution fields, Renewable energy usage at NRI data centers, Consulting services in sustainability fields.

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Accreditations by the central government

Selected as Winner Company at JACD Corporate Governance of the Year 2022 Awards

NRI was selected as a Winner Company at the Corporate Governance of the Year 2022 Awards organized by the Japan Association of Corporate Directors (JACD). This prize was awarded as a company managed in a corporate governance-conscious manner which achieves strong medium-to long-term growth.

Awarded first place in IT Service/Software category for Excellence in Corporate Disclosure

NRI was awarded first place in the IT Service/Software category for the sixth consecutive year in the Awards for Excellence in Corporate Disclosure organized by the Securities Analysts Association of Japan. Additionally, NRI was selected as a top company in the category of Disclosure to Individual Investors for the third consecutive year.

Highest level (Level 3) Eruboshi Certification

Health and Productivity Management Organization (White 500)

Kurumin certification

Platinum Kurumin Certification

Envision the value,
Empower the change

In an era of uncertainty, we envision a clear path toward unprecedented prosperity.

We lead the way with boldness and precision, realizing our customers' aspirations for a better society.

Creativity drives us to take on challenges, taking on challenges to growth, and growth to new possibilities. With every step forward, we open a greater tomorrow.

Envision the value, Empower the change

Global network

As of April 2023

16COUNTRIES & REGIONS 46SUBSIDIARIES

EUROPE Denmark Ireland Luxembourg United Kingdom

NORTH AMERICA United States

ASIA PACIFIC Australia China Hong Kong India Indonesia New Zealand Philippines Singapore South Korea Taiwan Thailand

Nomura Research Institute Holdings America, Inc.
Nomura Research Institute America, Inc.
Nomura Research Institute IT Solutions America, Inc.
Core BTS, Inc.
Cutter Associates, LLC
Cutter Associates Europe, Ltd
Nomura Research Institute Europe Limited
野村総合研究所（北京）有限公司
野村総合研究所（上海）有限公司
野村総合研究所（大連）有限公司
北京智明創発有限公司
大連智明創発有限公司
吉林智明創発有限公司
Nomura Research Institute Asia Pacific Private Limited
Nomura Research Institute Hong Kong Limited
Nomura Research Institute Singapore Pte. Ltd.
野村総合研究所台湾有限公司
Nomura Research Institute Seoul Co., Ltd.
Nomura Research Institute Consulting and Solutions India Private Limited
Nomura Research Institute Financial Technologies India Pvt. Ltd.
PT. Nomura Research Institute Indonesia
Nomura Research Institute Thailand
NRI Australia Limited
NRI Australia Holdings Pty Ltd
Australian Investment Exchange Limited
Planit Test Management Solutions Pty Ltd
Planit Software Testing Limited (NZ)
Planit Software Testing Limited (UK)
Planit Testing India Private Limited
Planit Philippines Corporation
Velrada Capital Pty Ltd
Velrada UK Ltd
Shift Left Group Limited
NRI New Zealand Limited

NRI group companies in Japan

As of April 2023

Nomura Research Institute, Ltd.
President & CEO, Chairman,
Member of the Board, Representative
Shingo Konomoto
www.nri.com/en

Tokyo Head Office / Headquarters
Otemachi Financial City Grand Cube,
1-9-2 Otemachi, Chiyoda-ku, Tokyo
100-0004, Japan
TEL.+81-3-5533-2111

Kiba Center
Tower N, 1-5-15 Kiba,
Koto-ku, Tokyo 135-0042, Japan

Yokohama Center
Yokohama Nomura Building,
4-4-1 Minato Mirai, Nishi-ku,
Yokohama,220-0012, Japan

Osaka Center
Nakanoshima Festival Tower West,
3-2-4 Nakanoshima, Kita-ku,
Osaka 530-0005, Japan

NRI Netcom, Ltd.
Web Business Systems and Web Branding Strategies
www.nri-net.com

NRI SecureTechnologies, Ltd.
Information Security Solutions
www.nri-secure.com

NRI Workplace Services, Ltd.
Workplace-related Services for NRI Group Companies

NRI Data i Tech, Ltd.
IT Infrastructure Development and Operations Support
www.n-itech.com

NRI Social Information System Services, Ltd.
Supporting Community and Work Activities for Seniors
www.nri-social.co.jp

NRI Process Innovation, Ltd.
Business Process Outsourcing Services
www.nri-pi.com/en

NRI System Techno, Ltd.
Planning, Development, and Operations for Ajinomoto Group Information Systems
www.nri-st.co.jp/en

UBsecure, Inc.
Diagnostic service and consulting service related to information security
www.ubsecure.jp/en

DSB Co., Ltd.
Middle and Back-office Services for Securities and Financial Institutions
www.daiko-sb.co.jp

DSB Information System Co., Ltd
Solutions that assist the clients' digital transformation
www.dsb-is.co.jp

NRI Mirai, Ltd.
Office Service to NRI Group Companies by People with Disabilities and Fixed Point Investigation of People with Disabilities
www.nri-mirai.com

Zhiming Software Japan, Ltd.
Outsourcing Software Development Services and Technical Support Services
www.zhimingsoft.jp

NRI Retail Next, Ltd.
Research and Practices for Proof of Concept in Retail IT Solution Field

NRI Digital, Ltd.
Digital Business Consulting Service, Digital IT Solution Service, and Digital Analytic Service
www.nri-digital.jp

NDIAS, Ltd.
Cyber Security Business Centered on Security Diagnosis of In-vehicle Electronic Products
ndias.jp/en

Financial Digital Solutions, Ltd.
Development of Financial Digital Solutions
www.financial-ds.jp

Nippon Securities Technology Co., Ltd.
Total Solutions for Finance and Securities
www.nstec.jp/en

Editorial Policy

Nomura Research Institute has published a sustainability report since FY 2005 to give our stakeholders an understanding of the NRI Group's initiatives for sustainability (including corporate social responsibility). The report also aims to facilitate internal and external communication and to raise the level of our initiatives.

Since FY2017, our sustainability-related efforts and achievements have been published in our Sustainability Book, on our official website, and in our Integrated Report.

We have tried to ensure that the Sustainability Book contains articles of interest to our stakeholders along with the information that the NRI Group wants to convey, and to present it in an interesting and easy-to-read format. On the Internet, we disclose information throughout the year. In addition to our ESG Data Book, the disclosed information also includes sustainability initiatives conducted by the NRI Group for sustainable growth of society.

Official website
https://www.nri.com/en

Integrated Report
https://ir.nri.com/en/ir/library/report.html

ESG Databook
https://www.nri.com/en/sustainability/library/report

Period covered by this report
This report primarily covers FY2022 (April 1, 2022 to March 31, 2023), but also addresses some events from the past, some activities after April 1, 2023, and certain plans for future activities.

Trademarks
All proper names, including names of companies and products, found in the Sustainability Book 2023 are trademarks or registered trademarks of the respective companies.

Disclaimer
The Sustainability Book 2023 contains not only past and present facts about the NRI Group, but also plans and forecasts based on information acquired as of the date of publication. Depending on changes in various conditions, there is the possibility that the results and events of these future business activities may differ from the plans and schedules listed herein.
The names of organizations, names of executive positions, etc., listed herein are current as of the time of the activities or reporting.

Inquiries about the Sustainability Book

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A "universal design" font has been used in this book for ease of reading.