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25th April 2024

Consolidated Financial Results for the Fiscal Year Ended 31st March 2024 (Under IFRS)

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 Listing: Tokyo Stock Exchange
 Securities code: 4307
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 Representative: Shingo Konomoto, Member of the Board, Representative Director
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 Scheduled date of annual general meeting of shareholders: 21st June 2024
 Scheduled date to commence dividend payments: 31st May 2024
 Scheduled date to file annual securities report: 24th June 2024
 Preparation of supplementary material on financial results: Yes
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the fiscal year ended 31st March 2024 (from 1st April 2023 to 31st March 2024)

(1) Consolidated operating results

(Percentages indicate year-on-year changes.)

Fiscal year ended	Revenue		Operating profit		Profit before tax		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
31st March 2024	736,556	6.4	120,411	7.7	117,224	8.0	80,162	4.8
31st March 2023	692,165	13.2	111,832	5.3	108,499	3.7	76,496	6.6

Fiscal year ended	Profit attributable to owners of parent		Total comprehensive income		Basic earnings per share	Diluted earnings per share
	Millions of yen	%	Millions of yen	%	Yen	Yen
31st March 2024	79,643	4.4	88,892	10.0	136.90	136.84
31st March 2023	76,307	6.8	80,782	(3.3)	128.92	128.88

Fiscal year ended	Return on equity attributable to owners of parent	Ratio of profit before tax to total assets	Ratio of operating profit to revenue
	%	%	%
31st March 2024	19.9	13.3	16.3
31st March 2023	20.7	13.3	16.2

Reference: Share of profit of investments accounted for using equity method
 For the fiscal year ended 31st March 2024: ¥780 million
 For the fiscal year ended 31st March 2023: ¥450 million

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of parent	Ratio of equity attributable to owners of parent to total assets	Equity attributable to owners of parent per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
31st March 2024	922,773	403,021	399,532	43.3	693.33
31st March 2023	838,224	402,406	399,006	47.6	674.35

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
31st March 2024	142,277	(53,422)	(47,575)	173,935
31st March 2023	118,899	(61,190)	(44,921)	129,257

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to equity attributable to owners of parent (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
Fiscal year ended 31st March 2023	Yen –	Yen 22.00	Yen –	Yen 23.00	Yen 45.00	Millions of yen 26,640	% 34.9	% 7.2
Fiscal year ended 31st March 2024	–	24.00	–	29.00	53.00	30,866	38.8	7.8
Fiscal year ending 31st March 2025 (Forecast)	–	29.00	–	29.00	58.00		38.2	

Note: Total cash dividends include dividends for the trust exclusive for NRI Group Employee Stock Ownership Group (¥15 million for the fiscal year ended 31st March 2023 and ¥212 million for the fiscal year ended 31st March 2024). The payout ratio is calculated by dividing total cash dividends by profit attributable to owners of parent.

3. Forecasts of consolidated financial results for the fiscal year ending 31st March 2025 (from 1st April 2024 to 31st March 2025)

(Percentages indicate year-on-year changes.)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending 30th September 2024	380,000	5.0	64,000	8.7	62,000	7.8	41,000	8.9	71.15
Fiscal year ending 31st March 2025	780,000	5.9	132,000	9.6	129,000	10.0	88,000	10.5	152.71

* **Notes**

- (1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None
- (2) Changes in accounting policies and changes in accounting estimates
- (i) Changes in accounting policies required by IFRS: None
- (ii) Changes in accounting policies due to other reasons: None
- (iii) Changes in accounting estimates: None
- (3) Number of issued shares (ordinary shares)

- (i) Total number of issued shares at the end of the period (including treasury shares)

As of 31st March 2024	580,796,911 shares
As of 31st March 2023	593,652,242 shares

- (ii) Number of treasury shares at the end of the period

As of 31st March 2024	4,545,600 shares
As of 31st March 2023	1,959,169 shares

- (iii) Average number of shares outstanding during the period

Fiscal year ended 31st March 2024	581,744,542 shares
Fiscal year ended 31st March 2023	591,914,240 shares

Notes: 1. The NRI shares held by the trust exclusive for NRI Group Employee Stock Ownership Group are included in treasury shares.

2. The Company canceled 13,370,131 treasury shares on 29th March 2024.

(Reference) Summary of non-consolidated financial results

**Non-consolidated financial results for the fiscal year ended 31st March 2024
(from 1st April 2023 to 31st March 2024)**

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes.)

	Sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended 31st March 2024	531,695	12.9	102,325	15.0	105,898	4.3	75,999	(3.9)
31st March 2023	471,052	7.3	88,998	15.2	101,543	13.5	79,077	15.9

	Earnings per share – basic		Earnings per share – diluted	
	Yen		Yen	
Fiscal year ended 31st March 2024	130.64		130.58	
31st March 2023	133.59		133.56	

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of 31st March 2024	783,503	347,567	44.4	603.08
31st March 2023	694,089	363,100	52.3	613.40

Reference: Equity

As of 31st March 2024: ¥347,528 million

As of 31st March 2023: ¥362,946 million

<Reasons for differences in non-consolidated financial results compared to those of the previous fiscal year>
Information system investment has been active amid substantial corporate appetite for investment centered on digital transformation (DX) which involves transforming business models using IT. The Company's robust business results have given rise to differences relative to the actual result of sales for the previous year.

* Financial results reports are exempt from audit conducted by certified public accountants or an audit corporation.

* Proper use of earnings forecasts, and other special matters

- (1) The forward-looking statements including business forecasts stated in this document are based on information available to the Company at the present time and certain assumptions judged to be rational, and these statements do not purport to be a promise by the Company to achieve such results. Actual business results, etc. may differ significantly from this forecast due to various factors. For assumptions for financial forecasts and matters that require attention when using business forecasts, please refer to "1. (4) Future Outlook" on pages 8 to 9 of the attached material.
- (2) Supplementary materials on financial results are disclosed on the TDnet at the same time as this summary of consolidated financial results, and will also be posted promptly on the Company's website. In addition, explanatory materials for the results briefing for analysts and institutional investors to be held today will also be posted on the Company's website.

Attached Material Index

1. Overview of Consolidated Operating Results and Others.....	2
(1) Overview of Consolidated Operating Results for the Current Fiscal Year	2
(2) Overview of Consolidated Financial Position for the Current Fiscal Year	6
(3) Overview of Consolidated Cash Flow Position for the Current Fiscal Year.....	7
(4) Future Outlook	8
(5) Basic Policy Regarding Profit Distribution, and Dividend Payments for Current and Next Fiscal Year	10
2. Basic View on Choosing Accounting Standards.....	10
3. Consolidated Financial Statements, Etc.	11
(1) Consolidated Statement of Financial Position.....	11
(2) Consolidated Statement of Comprehensive Income.....	13
(3) Consolidated Statement of Changes in Equity	14
(4) Consolidated Statement of Cash Flows.....	16
(5) Notes to Consolidated Financial Statements	18
(Notes on Premise of Going Concern)	18
(Change in Presentation)	18
(Segment Information)	18
(Per Share Information).....	21
(Subsequent Events).....	21

1. Overview of Consolidated Operating Results and Others

(1) Overview of Consolidated Operating Results for the Current Fiscal Year

(Millions of yen)

	Fiscal year ended 31st March 2023	Fiscal year ended 31st March 2024	Year on year	
			Amount	Rate
Revenue	692,165	736,556	44,390	6.4%
Overseas revenue	123,207	117,574	(5,632)	(4.6)%
Overseas revenue ratio	17.8%	16.0%	(1.8)P	—
Business profit	110,032	119,704	9,671	8.8%
Operating profit	111,832	120,411	8,578	7.7%
Operating margin	16.2%	16.3%	0.2P	—
EBITDA margin	22.5%	23.0%	0.5P	—
Profit before tax	108,499	117,224	8,725	8.0%
Profit attributable to owners of parent	76,307	79,643	3,336	4.4%
Return on equity attributable to owners of parent (ROE)	20.7%	19.9%	(0.8)P	—

Notes: 1. Business profit is operating profit excluding temporary factors (such as impairment of goodwill and impairment of fixed assets), and a profit indicator to measure regular performance of businesses.

2. EBITDA margin: EBITDA (operating profit + depreciation and amortization + loss on retirement of fixed assets ± temporary factors) / revenue

During the current fiscal year ended 31st March 2024, there were concerns about the downside risks posed to the global economy by the impact of global monetary tightening and other factors. Due to improvements in the employment and income environment and the effects of various policies, the Japanese economy experienced a modest recovery in business conditions. Information system investment continued to see strong activity centered on digital transformation (DX) which involves transforming business processes and business models using digital technologies. However, amid the global monetary tightening and others, various uncertainties, such as rapid exchange-rate fluctuations, the situation in the Middle East region and rising prices, in addition to risks of a downswing in overseas business conditions posed to the domestic economy, continue to cloud the outlook. Furthermore, corporate investments may be limited depending on changes in future business performance. Operating in such an environment, Nomura Research Institute (“the Company”) and its consolidated subsidiaries (“the NRI Group”) carried out its business activities leveraging the combined strengths of the NRI Group, allowing it to seamlessly provide services encompassing consulting through to IT solutions.

In order to realize the goals of NRI Group Vision 2030, the NRI Group’s long-term management plan, in April 2023 the Group formulated the three-year first half plan as “the NRI Group Medium-term Management Plan (2023-2025)” (“MTP2025”). The MTP2025 establishes four pillars for the growth strategy in the areas of Core Business, Strengthen DX, Global, and Management. Through co-creation with clients, we seek to achieve sustainable growth for the NRI Group and create a sustainable society.

MTP2025 Pillars of growth strategy

- (1) Core Business: We will deepen and expand core domains to further deepen value creation with clients via Con-solutions (a business model that generates ongoing value for clients by having consulting and solutions run side-by-side from the planning and concept stages of business IT). At the same time, we will strengthen these core domains by expanding business platforms and driving radical innovations in productivity to achieve overwhelming competitiveness and high added value
- (2) Strengthen DX: In addition to transforming existing client business processes and infrastructure (DX 1.0), and transforming business models themselves (DX 2.0), we will take on the challenge of DX 3.0 to go beyond companies and industries and make an impact on society as a whole
- (3) Global: In addition to Japan, Asia and Australia, we will expand into the vast and rapidly growing market of North America to establish a framework for business operation based on three regional pillars

- (4) Management: We will make great investments in human capital, strengthen sustainability management and expand environmental efforts, as well as further consolidating our management platform

In the current fiscal year, the NRI Group's revenue totaled ¥736,556 million (up 6.4% year on year), amid a scenario where revenue of every business segment was higher year on year. Cost of sales was ¥475,549 million (up 5.1%), gross profit was ¥261,006 million (up 8.8%), and selling, general and administrative expenses were ¥142,353 million (up 8.2%). Despite such factors as the disappearance of ¥2,238 million in gain on sale of fixed assets associated with trust beneficiary rights for Yokohama Nomura Building that was recorded in the previous fiscal year, and declines in the profitability of the overseas business in the current fiscal year, the continuing strong performance in core business and DX projects in Japan resulted in operating profit of ¥120,411 million (up 7.7%). The operating margin was 16.3% (up 0.2 points) and the EBITDA margin was 23.0% (up 0.5 points).

Purchase of treasury shares

At a meeting held on 27th April 2023, the Board of Directors of the Company passed a resolution to purchase treasury shares as part of a nimble equity policy aimed at improving capital efficiency and responding to changes in the business environment.

The Company is to purchase a maximum total of 20,000,000 shares (percentage of total number of shares issued as of 31st March 2023 (excluding treasury shares): 3.38%) for a maximum total purchase price of ¥50,000 million. The purchase period is from 17th May 2023 to 30th November 2023, and the purchase method will entail market purchases on the Tokyo Stock Exchange based on discretionary trading contract pertaining to the purchase of treasury shares (excludes the period from 29th May 2023 to 27th July 2023 or during the ten business days from the business day following the date of announcement of the Company's quarterly financial results). During the current fiscal year, the Company purchased treasury shares (12,833,700 shares, ¥49,999 million).

At the meeting held on 27th April 2023, the Board of Directors also passed a resolution to reintroduce a Trust-type Employee Stock Ownership Incentive Plan, and during the current fiscal year the trust exclusive for NRI Group Employee Stock Ownership Group purchased treasury shares (4,657,400 shares, ¥17,917 million).

Cancellation of treasury shares

At the meeting of the Board of Directors held on 8th March 2024, the Board resolved to cancel 13,370,131 shares of common stock of the Company (2.25% of the total number of issued shares before the cancellation), and the procedure was completed on 29th March 2024.

Segment information

The business results by segment (revenue includes intersegment revenue) are as follows.

(Millions of yen)

		Fiscal year ended 31st March 2023	Fiscal year ended 31st March 2024	Year on year	
				Amount	Rate
Consulting	Revenue	47,821	53,690	5,869	12.3%
	Operating profit	12,329	13,929	1,599	13.0%
	Operating margin	25.8%	25.9%	0.2P	–
Financial IT Solutions	Revenue	334,141	355,206	21,064	6.3%
	Operating profit	49,710	54,651	4,941	9.9%
	Operating margin	14.9%	15.4%	0.5P	–
Industrial IT Solutions	Revenue	275,533	282,062	6,529	2.4%
	Operating profit	24,393	23,405	(987)	(4.0)%
	Operating margin	8.9%	8.3%	(0.6)P	–
IT Platform Services	Revenue	167,518	185,549	18,031	10.8%
	Operating profit	23,046	28,167	5,121	22.2%
	Operating margin	13.8%	15.2%	1.4P	–
Adjustments	Revenue	(132,849)	(139,953)	(7,104)	–
	Operating profit	2,352	257	(2,095)	–
Total	Revenue	692,165	736,556	44,390	6.4%
	Operating profit	111,832	120,411	8,578	7.7%
	Operating margin	16.2%	16.3%	0.2P	–

Note: The segment classifications are partially changed for the first quarter of the current fiscal year, and the figures for the previous fiscal year are based on the classifications after these changes.

(Consulting)

This segment provides policy recommendations and strategy consulting, as well as business consulting to support operational reform and system consulting for overall IT management.

Amid rapidly changing business environments for its clients, corporate reforms using digital technology are accelerating. In addition, companies that incorporate solutions for social issues including decarbonization into their managerial strategy are increasing, and clients have come to expect solutions for social issues using practical solutions-based consulting services that produce concrete results.

As such, in this segment the NRI Group is strengthening consulting to provide support for client DX, and working to appropriately respond to clients' needs. In addition to offering practical solutions-based consulting services to provide ongoing support for client reengineering, we will further strengthen cooperation between consulting and IT solutions with the aim of expanding our area of business. We are also moving forward with initiatives aimed at resolving social issues such as decarbonization, and at creating new consulting services related to generative AI.

During the current fiscal year, the Consulting segment posted revenue of ¥53,690 million (up 12.3% year on year) due to strong performance in Japan centered on DX-related and public sector projects. Operating profit was ¥13,929 million (up 13.0%) due to improvement in profitability amid a favorable order environment.

(Financial IT Solutions)

In this segment, the main clients are in the financial sector, including the securities, insurance and banking sectors. The segment provides system consulting, system development, system management and operation services, and IT solutions such as shared online services and BPO services.

The environment surrounding the financial sector is undergoing major structural changes such that include a society whose population accelerates to age, industry reorganizations and the entry of new participants, an expanding range of digital assets, and diminishing markets in Japan due to persistently low-interest rates and the nation's declining population. In addition, clients' needs for digitalization and transformation of business models are growing rapidly.

This segment is accordingly working to create and expand new financial business platforms, promote Social DX businesses such as the Social Security and Tax Number System, and stably operate global business in financial services and expand the businesses to help its clients create new businesses and services in a manner that addresses such changes in the business environment.

During the current fiscal year, the Financial IT Solutions segment posted revenue of ¥355,206 million (up 6.3% year on year), amid increases in system development & system application sales for the banking sector and system management & operation services for the securities sector. Operating profit was ¥54,651 million (up 9.9%) due to improvement in profitability amid a favorable order environment and an increase in operating fees for shared online services, in addition to the contribution from a gain on sale of overseas subsidiaries.

(Industrial IT Solutions)

This segment provides IT solutions such as system consulting, system development, system management and operation services to the distribution, manufacturing, service and public sectors. As well as upgrading and improving the efficiency of existing business models, clients in the industrial sector are using DX to create new business models using digital technology.

This segment focuses on expansion and enhancement of digital intellectual property (IP) that can be utilized across clients and industries, and provides comprehensive assistance to the client in everything from creating business models to system construction, and driving operational improvements in the area of DX business. In terms of the global business, the aim is to achieve stable growth and enhance profitability in Australia through greater cooperation within the NRI Group, and to use the know-how developed in Australia in North America to expand services and scale up the business infrastructure. In the third quarter of the current fiscal year, Core BTS, Inc., in North America, carried out structural changes and organizational restructuring, and it has been promoting such efforts as combining the delivery structure with our existing subsidiary and working jointly to bolster sales in North America. During the current fiscal year, the Industrial IT Solutions segment posted revenue of ¥282,062 million (up 2.4% year on year) due to brisk orders for projects in the domestic distribution sector and service sector, etc. Despite improved profitability in Japan, operating profit came to ¥23,405 million (down 4.0%) due to such factors as declines in orders in the cloud business at Core BTS, Inc. in North America, and expenses associated with changes in fair value of contingent consideration at a company acquired in Australia.

(IT Platform Services)

This segment mainly provides services such as the management and administration of data centers and IT platform and network architecture mainly through the Financial IT Solutions and Industrial IT Solutions segments. It also provides IT platform solutions and information security services to clients of various sectors. In addition, the segment conducts explorative initiatives for the development of new business operations and new products related to IT solutions, and investigation and research primarily related to leading-edge information technologies.

System development in the DX era calls for use of AI and other new digital technologies, in conjunction with new and more rapid development approaches. In the field of cloud computing, companies need to comprehensively engage in high-quality operations of diverse and complex system platforms. In addition, as cyberattacks have been diversifying and evolving in recent years, the importance of cyber security measures is increasing to safely and securely implement the introduction and utilization of cloud services, which are central to DX of clients.

This segment is accordingly working on expanding its multi-cloud computing services^{*1} and its managed services^{*2}, and promoting its zero trust^{*3} business and managed security services^{*4}, in conjunction with efforts to address such changes in the business environment and promote radical innovations in productivity through such initiatives as overhauling development frameworks and leveraging AI in development processes.

During the current fiscal year, revenue from external clients in the security business increased due to rising demand for security arising from increased use of cloud services and other factors. Intersegment revenue in the cloud business and other factors increased as a result of brisk business in Financial IT Solutions and Industrial IT Solutions. As a result of the above, the IT Platform Services segment posted revenue of ¥185,549 million (up 10.8% year on year) and operating profit of ¥28,167 million (up 22.2%).

*1 Multi-cloud computing services refer to centrally managed services provided using multiple cloud computing platforms.

*2 Managed services refer to the services that lend comprehensive support to optimizing entire information systems on behalf of a client's IT unit.

*3 Zero trust refers to a new concept of security that anything that accesses information assets and systems to protect is verified without distinction between inside and outside of the network.

- *4 Managed security services (MSS) refer to the services, provided under contract, by an external security specialist company to provide total operation and administration of the information security system of a company or organization.

(2) Overview of Consolidated Financial Position for the Current Fiscal Year

(Millions of yen)

	As of 31st March 2023	As of 31st March 2024	Year on year	
			Amount	Rate
Current assets	349,102	405,178	56,076	16.1%
Non-current assets	489,122	517,595	28,473	5.8%
Total assets	838,224	922,773	84,549	10.1%
Current liabilities	198,247	214,642	16,394	8.3%
Non-current liabilities	237,570	305,109	67,539	28.4%
Total equity	402,406	403,021	615	0.2%
Equity attributable to owners of parent	399,006	399,532	526	0.1%
Ratio of equity attributable to owners of parent to total assets	47.6%	43.3%	(4.3)P	—
Interest-bearing liabilities	205,823	268,104	62,280	30.3%
Gross D/E ratio (times)	0.52	0.67	0.16	—
Net D/E ratio (times)	0.19	0.23	0.04	—

- Notes: 1. Gross D/E ratio (gross debt-to-equity ratio): Interest-bearing liabilities / equity attributable to owners of parent
2. Net D/E ratio (net debt-to-equity ratio): (Interest-bearing liabilities – cash and cash equivalents, etc.) / equity attributable to owners of parent
3. Interest-bearing liabilities: Bonds and borrowings + other interest-bearing liabilities (borrowings on margin transactions and borrowings secured by securities)
Borrowings on margin transactions (¥1,284 million as of 31st March 2023; ¥745 million as of 31st March 2024) are included in trade and other payables on the consolidated statement of financial position, and borrowings secured by securities (¥1,578 million as of 31st March 2023; ¥278 million as of 31st March 2024) are included in other current liabilities on the consolidated statement of financial position.
4. Cash and cash equivalents, etc.: Cash and cash equivalents + cash management purpose investment

As for the NRI Group's financial position at the end of the current fiscal year (31st March 2024), current assets were ¥405,178 million (up 16.1% from the end of the previous fiscal year), non-current assets were ¥517,595 million (up 5.8%), current liabilities were ¥214,642 million (up 8.3%), non-current liabilities were ¥305,109 million (up 28.4%), total equity was ¥403,021 million (up 0.2%), and total assets were ¥922,773 million (up 10.1%). In addition, the gross D/E ratio (gross debt-to-equity ratio) and net D/E ratio (net debt-to-equity ratio) at the end of the current fiscal year were 0.67 times and 0.23 times, respectively.

The main changes from the end of the previous fiscal year are as follows.

Trade and other receivables increased ¥10,278 million to ¥141,870 million and contract assets increased ¥85 million to ¥56,066 million.

Goodwill and intangible assets increased ¥28,051 million to ¥265,334 million as a result of an increase in goodwill, etc. due to the weaker yen, the acquisition of intangible assets related to the development of shared online system in Japan, and other factors.

Bonds and borrowings increased ¥64,119 million to ¥267,080 million due largely to borrowings associated with the reintroduction of the Trust-type Employee Stock Ownership Incentive Plan in May 2023 and the issuance of the 12th, 13th, and 14th series of unsecured bonds in December 2023.

In addition, cash and cash equivalents increased ¥44,678 million to ¥173,935 million, trade and other payables increased ¥909 million to ¥53,038 million, income taxes payable increased ¥10,780 million to ¥23,874 million, and treasury shares increased ¥11,187 million to ¥17,464 million.

(3) Overview of Consolidated Cash Flow Position for the Current Fiscal Year

(Millions of yen)

	Fiscal year ended 31st March 2023	Fiscal year ended 31st March 2024	Year on year	
			Amount	Rate
Cash flows from operating activities	118,899	142,277	23,378	19.7%
Cash flows from investing activities	(61,190)	(53,422)	7,767	–
Free cash flows	57,709	88,854	31,145	54.0%
Cash flows from financing activities	(44,921)	(47,575)	(2,654)	–
Net increase (decrease) in cash and cash equivalents	13,646	44,678	31,031	227.4%
Cash and cash equivalents at end of period	129,257	173,935	44,678	34.6%

Cash and cash equivalents as of the end of the current fiscal year (31st March 2024) stood at ¥173,935 million (up ¥44,678 million from the end of the previous fiscal year).

Net cash provided by operating activities was ¥142,277 million, an increase of ¥23,378 million from the previous fiscal year, due largely to an increase in operating profit and a decrease in income taxes paid. Net cash used in investing activities was ¥53,422 million, a decrease of ¥7,767 million from the previous fiscal year. In the previous fiscal year, proceeds from sale of fixed assets were provided due to the sale of trust beneficiary rights for Yokohama Nomura Building. In the current fiscal year, cash was mainly invested in the acquisition of intangible assets related to the development of shared online system.

Net cash used in financing activities was ¥47,575 million, an increase of ¥2,654 million from the previous fiscal year. In the previous fiscal year, the NRI Group had ¥64,807 million in proceeds from the issuance of the 9th, 10th, and 11th series of unsecured bonds and ¥25,000 million in redemption of the 5th series of unsecured bonds. The NRI Group had ¥22,722 million in proceeds from sale of treasury shares relating to disposal of treasury shares. In the current fiscal year, there were proceeds from long-term borrowings of ¥18,000 million and purchase of treasury shares of ¥17,917 million associated with the reintroduction of the Trust-type Employee Stock Ownership Incentive Plan in May 2023. The NRI Group had ¥49,999 million in purchase of treasury shares in accordance with a resolution of the Board of Directors. In addition, the NRI Group had ¥59,786 million in proceeds from the issuance of the 12th, 13th, and 14th series of unsecured bonds and ¥10,000 million in redemption of the 7th series of unsecured bonds. Other expenditures mainly consist of payments of cash dividends in the respective fiscal periods.

(4) Future Outlook

(I) Consolidated performance

In order to realize the goals of NRI Group Vision 2030, the NRI Group's long-term management plan, in April 2023 the Company formulated "the NRI Group Medium-term Management Plan (2023-2025)" ("MTP2025").

The main quantitative financial targets (consolidated) of the MTP2025 are as follows.

MTP2025 (fiscal year ending 31st March 2026)
(from 1st April 2025 to 31st March 2026)

	Current fiscal year (Actual result)	Fiscal year ending 31st March 2026 (Targets)
Revenue	736,556	810,000
Overseas revenue	117,574	150,000
Operating profit	120,411	145,000
Operating margin	16.3%	17.9%
Return on equity attributable to owners of parent (ROE)	19.9%	20% or more

Notes: 1. For details of the MTP2025, refer to "Medium-Term Management Plan (2023-2025)" posted on the Company's website.

2. Quantitative financial targets for the fiscal year ending 31st March 2026 do not include new M&A.

For the fiscal year ending 31st March 2025, the Company forecasts revenue of ¥780,000 million, operating profit of ¥132,000 million, profit before tax of ¥129,000 million, and profit attributable to owners of parent of ¥88,000 million.

Consolidated financial forecasts for the fiscal year ending 31st March 2025
(from 1st April 2024 to 31st March 2025)

	Current fiscal year (Actual result)	Fiscal year ending 31st March 2025 (Forecasts)	Change	
			Amount	Rate
Revenue	736,556	780,000	43,443	5.9%
Operating profit	120,411	132,000	11,588	9.6%
Profit before tax	117,224	129,000	11,775	10.0%
Profit attributable to owners of parent	79,643	88,000	8,356	10.5%

(II) Other forecasts

- a. Consolidated revenue by segment for the fiscal year ending 31st March 2025
(from 1st April 2024 to 31st March 2025)

(Millions of yen)

	Current fiscal year (Actual result)	Fiscal year ending 31st March 2025 (Forecasts)	Change	
			Amount	Rate
Consulting	51,959	61,000	9,040	17.4%
Financial IT Solutions	349,872	360,000	10,127	2.9%
Securities sector	143,707	147,000	3,292	2.3%
Insurance sector	79,527	83,000	3,472	4.4%
Banking sector	67,726	69,000	1,273	1.9%
Other financial sectors, etc.	58,910	61,000	2,089	3.5%
Industrial IT Solutions	275,923	296,000	20,076	7.3%
Distribution sector	71,528	76,000	4,471	6.3%
Manufacturing and service sectors	204,395	220,000	15,604	7.6%
IT Platform Services	55,628	59,000	3,371	6.1%
Others	3,172	4,000	827	26.1%
Total	736,556	780,000	43,443	5.9%

Note: The breakdowns of the segments are comprised of revenue by customer sector.

- b. Consolidated capital investment, depreciation and amortization, research and development expenses for the fiscal year ending 31st March 2025 (from 1st April 2024 to 31st March 2025)

(Millions of yen)

	Current fiscal year (Actual result)	Fiscal year ending 31st March 2025 (Forecasts)	Change	
			Amount	Rate
Capital investment	56,777	57,000	223	0.4%
Depreciation and amortization	48,157	50,000	1,843	3.8%
Research and development expenses	5,301	6,000	698	13.2%

(Caution concerning forward-looking statements)

The forward-looking statements including business forecasts stated in this document are based on information available to the Company at the present time and certain assumptions (suppositions) judged to be rational, and these statements do not purport to be a promise by the Company to achieve such results. Actual business results, etc. may differ significantly from these forecasts due to various factors. Material factors that could possibly affect the actual business results, etc. include, but are not limited to, the domestic and overseas economic situation, demand in the IT services market, competition with competitors, and changes in taxation and other systems. Note that the Company will not always revise business forecasts, etc. upon every occurrence of new information or event.

(5) Basic Policy Regarding Profit Distribution, and Dividend Payments for Current and Next Fiscal Year

a. Policy for distribution of profits

The Company considers the ongoing growth of its corporate value to be the most important return to its shareholders. The Company's basic policy on the payment of dividends from surplus is to continue to provide stable dividends while securing sufficient retained earnings for its medium and long-term business development, taking into account factors such as operating revenue and the cash flow situation. In addition, aiming for further shareholder returns through improved capital efficiency, the Company plans to gradually increase the consolidated dividend payout ratio* from 35% (actual results for the fiscal year ended 31st March 2023) to 40% for the fiscal year ending 31st March 2026.

Retained earnings will be utilized as a source of funds for business expansion, including capital investment and R&D investment to enhance existing businesses and cultivate new businesses, investment in human resource development, and strategic investment such as M&A. Retained earnings may also be utilized to purchase treasury shares, as part of the Company's flexible capital management aimed at improving capital efficiency and responding to changes in the business environment. In accordance with Article 459 of the Companies Act, the Company stipulates in its Articles of Incorporation that it may pay dividends from surplus by a resolution of the Board of Directors based on record dates of 30th September and 31st March.

* Consolidated dividend payout ratio = Total annual cash dividends (including dividends for the trust exclusive for NRI Group Employee Stock Ownership Group) / Profit attributable to owners of parent

b. Payment of dividends from surplus

Based on the policy above and business results for the current fiscal year, the Company plans to pay cash dividends of ¥29 per share with the record date of the end of the current fiscal year (31st March 2024), an increase of ¥5 from the dividend paid in November 2023 (with a record date of 30th September 2023). Consequently, combined with the dividend paid in November 2023, the annual dividend payment will be ¥53 per share, resulting in a consolidated dividend payout ratio of 38.8%.

The payments of dividends from surplus with record dates falling in the current fiscal year are listed below.

Date of Board resolution	Total cash dividends (Millions of yen)	Cash dividends per share (Yen)	Record date
26th October 2023	14,049	24	30th September 2023
15th May 2024 (planned)	16,816	29	31st March 2024

Note: The total cash dividends include dividends for the trust exclusive for NRI Group Employee Stock Ownership Group (portion decided by resolution in October 2023 is ¥107 million and portion to be decided by resolution in May 2024 is ¥105 million).

Regarding dividends for the following fiscal year (ending 31st March 2025), the Company plans to pay an annual dividend of ¥58 per share, comprising a second quarter dividend of ¥29 and a year-end dividend of ¥29.

2. Basic View on Choosing Accounting Standards

The NRI Group has voluntarily adopted IFRS from the Securities Report for the fiscal year ended 31st March 2021, aiming to improve the international comparability of financial information in the capital market.

3. Consolidated Financial Statements, Etc.

Consolidated Financial Statements

(1) Consolidated Statement of Financial Position

	(Millions of yen)	
	31st March 2023	31st March 2024
Assets		
Current assets		
Cash and cash equivalents	¥ 129,257	¥ 173,935
Trade and other receivables	131,592	141,870
Contract assets	55,980	56,066
Other financial assets	14,201	13,982
Other current assets	18,070	19,323
Total current assets	349,102	405,178
Non-current assets		
Property, plant and equipment	42,114	40,245
Right-of-use assets	31,877	28,851
Goodwill and intangible assets	237,283	265,334
Investments accounted for using equity method	9,527	9,796
Retirement benefit asset	89,710	82,553
Other financial assets	70,838	80,792
Deferred tax assets	5,671	6,102
Other non-current assets	2,098	3,919
Total non-current assets	489,122	517,595
Total assets	¥ 838,224	¥ 922,773

	(Millions of yen)	
	31st March 2023	31st March 2024
Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	¥ 52,129	¥ 53,038
Contract liabilities	17,122	18,885
Bonds and borrowings	20,235	13,215
Lease liabilities	9,364	11,023
Other financial liabilities	31,294	33,530
Income taxes payable	13,093	23,874
Provisions	1,027	526
Other current liabilities	53,979	60,546
Total current liabilities	<u>198,247</u>	<u>214,642</u>
Non-current liabilities		
Bonds and borrowings	182,725	253,864
Lease liabilities	25,420	20,436
Other financial liabilities	1,615	1,253
Retirement benefit liability	7,086	6,146
Provisions	4,932	4,492
Deferred tax liabilities	14,050	15,750
Other non-current liabilities	1,739	3,165
Total non-current liabilities	<u>237,570</u>	<u>305,109</u>
Total liabilities	<u>¥ 435,817</u>	<u>¥ 519,752</u>
Equity		
Share capital	¥ 23,644	¥ 24,701
Capital surplus	29,447	31,395
Retained earnings	321,676	320,320
Treasury shares	(6,277)	(17,464)
Other components of equity	30,514	40,580
Total equity attributable to owners of parent	<u>399,006</u>	<u>399,532</u>
Non-controlling interests	3,399	3,489
Total equity	<u>402,406</u>	<u>403,021</u>
Total liabilities and equity	<u>¥ 838,224</u>	<u>¥ 922,773</u>

(2) Consolidated Statement of Comprehensive Income

	(Millions of yen)	
	Year ended 31st March 2023	Year ended 31st March 2024
Revenue	¥ 692,165	¥ 736,556
Cost of sales	452,336	475,549
Gross profit	239,829	261,006
Selling, general and administrative expenses	131,580	142,353
Share of profit of investments accounted for using equity method	450	780
Other income	3,779	2,748
Other expenses	647	1,771
Operating profit	111,832	120,411
Finance income	2,218	3,472
Finance costs	5,551	6,658
Profit before tax	108,499	117,224
Income tax expenses	32,002	37,062
Profit	76,496	80,162
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Equity instruments measured at fair value through other comprehensive income	805	6,471
Remeasurements of defined benefit plans	2,221	(1,435)
Share of other comprehensive income of investments accounted for using equity method	—	17
Total of items that will not be reclassified to profit or loss	3,027	5,052
Items that may be reclassified to profit or loss		
Debt instruments measured at fair value through other comprehensive income	(0)	0
Exchange differences on translation of foreign operations	812	3,098
Cash flow hedges	437	516
Share of other comprehensive income of investments accounted for using equity method	9	61
Total of items that may be reclassified to profit or loss	1,259	3,677
Total other comprehensive income, net of tax	4,286	8,730
Comprehensive income	¥ 80,782	¥ 88,892
Profit attributable to:		
Owners of parent	76,307	79,643
Non-controlling interests	189	518
Profit	¥ 76,496	¥ 80,162
Comprehensive income attributable to:		
Owners of parent	80,508	88,281
Non-controlling interests	273	610
Comprehensive income	¥ 80,782	¥ 88,892
Earnings per share		
Basic earnings per share (Yen)	¥ 128.92	¥ 136.90
Diluted earnings per share (Yen)	128.88	136.84

(3) Consolidated Statement of Changes in Equity

Year ended 31st March 2023

(Millions of yen)

	Equity attributable to owners of parent							
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total	Non-controlling interests	Total
Balance at 1st April 2022	¥ 22,414	¥ 28,277	¥ 328,830	¥ (68,809)	¥ 28,647	¥ 339,360	¥ 3,126	¥ 342,486
Profit	—	—	76,307	—	—	76,307	189	76,496
Other comprehensive income	—	—	—	—	4,201	4,201	84	4,286
Total comprehensive income	—	—	76,307	—	4,201	80,508	273	80,782
Dividends	—	—	(25,396)	—	—	(25,396)	—	(25,396)
Purchase of treasury shares	—	(155)	—	(20,000)	—	(20,156)	—	(20,156)
Disposal of treasury shares	—	(2,960)	—	25,819	—	22,858	—	22,858
Cancellation of treasury shares	—	(56,713)	—	56,713	—	—	—	—
Share-based payment transactions	1,229	838	—	—	—	2,068	—	2,068
Transfer from retained earnings to capital surplus	—	60,162	(60,162)	—	—	—	—	—
Transfer from other components of equity to retained earnings	—	—	2,192	—	(2,192)	—	—	—
Other	—	—	(95)	—	(142)	(237)	—	(237)
Total transactions with owners, etc.	1,229	1,170	(83,461)	62,532	(2,334)	(20,863)	—	(20,863)
Balance at 31st March 2023	¥ 23,644	¥ 29,447	¥ 321,676	¥ (6,277)	¥ 30,514	¥ 399,006	¥ 3,399	¥ 402,406

Year ended 31st March 2024

(Millions of yen)

	Equity attributable to owners of parent							Non-controlling interests	Total
	Share capital	Capital surplus	Retained earnings	Treasury shares	Other components of equity	Total			
Balance at 1st April 2023	¥ 23,644	¥ 29,447	¥ 321,676	¥ (6,277)	¥ 30,514	¥ 399,006	¥ 3,399	¥ 402,406	
Profit	—	—	79,643	—	—	79,643	518	80,162	
Other comprehensive income	—	—	—	—	8,638	8,638	92	8,730	
Total comprehensive income	—	—	79,643	—	8,638	88,281	610	88,892	
Dividends	—	—	(27,550)	—	—	(27,550)	(133)	(27,683)	
Purchase of treasury shares	—	(434)	—	(67,918)	—	(68,352)	—	(68,352)	
Disposal of treasury shares	—	(753)	—	5,817	—	5,064	—	5,064	
Cancellation of treasury shares	—	(50,913)	—	50,913	—	—	—	—	
Share-based payment transactions	1,056	1,750	—	—	—	2,807	—	2,807	
Transfer from retained earnings to capital surplus	—	51,909	(51,909)	—	—	—	—	—	
Transfer from other components of equity to retained earnings	—	—	(1,540)	—	1,540	—	—	—	
Other	—	387	—	—	(112)	275	(387)	(112)	
Total transactions with owners, etc.	1,056	1,947	(81,000)	(11,187)	1,427	(87,755)	(521)	(88,277)	
Balance at 31st March 2024	¥ 24,701	¥ 31,395	¥ 320,320	¥ (17,464)	¥ 40,580	¥ 399,532	¥ 3,489	¥ 403,021	

(4) Consolidated Statement of Cash Flows

	(Millions of yen)	
	Year ended 31st March 2023	Year ended 31st March 2024
Cash flows from operating activities		
Profit before tax	¥ 108,499	¥ 117,224
Depreciation and amortization	45,092	48,157
Impairment losses	—	751
Loss (gain) on sale and retirement of fixed assets	(1,939)	1,330
Finance income	(2,218)	(3,472)
Finance costs	5,551	6,658
Share of loss (profit) of investments accounted for using equity method	(450)	(780)
Decrease (increase) in trade and other receivables	4,359	(8,136)
Decrease (increase) in contract assets	(5,263)	615
Decrease (increase) in inventories	(276)	109
Decrease (increase) in prepaid expenses	(2,623)	(568)
Increase (decrease) in trade and other payables	9,577	(574)
Increase (decrease) in contract liabilities	(72)	1,599
Increase (decrease) in liabilities relating to trust-type employee stock ownership incentive plan	504	(1,820)
Increase (decrease) in provision for loss on orders received	378	(720)
Increase (decrease) in accounts payable bonuses	3,152	2,230
Decrease (increase) in retirement benefit asset	(1,765)	3,960
Increase (decrease) in retirement benefit liability	63	28
Other	(351)	7,414
Subtotal	162,217	174,008
Interest and dividends received	1,608	2,675
Interest paid	(3,991)	(5,891)
Income taxes paid	(40,935)	(28,514)
Net cash provided by operating activities	¥ 118,899	¥ 142,277

	(Millions of yen)	
	Year ended 31st March 2023	Year ended 31st March 2024
Cash flows from investing activities		
Payments into time deposits	¥ (5,425)	¥ (1,896)
Proceeds from withdrawal of time deposits	4,918	2,068
Purchase of property, plant and equipment	(12,061)	(7,484)
Proceeds from sale of property, plant and equipment	6,907	44
Purchase of intangible assets	(42,640)	(42,313)
Proceeds from sale of intangible assets	—	0
Purchase of investments	(1,002)	(103)
Proceeds from sale and redemption of investments	468	5
Payments for acquisition of subsidiaries	(8,780)	(4,071)
Purchase of investments in associates or joint ventures	(2,991)	—
Other	(583)	329
Net cash used in investing activities	(61,190)	(53,422)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(65,048)	(3,085)
Proceeds from long-term borrowings	59,755	18,000
Repayments of long-term borrowings	(19,737)	(8,889)
Net increase (decrease) in commercial paper	(20,000)	(0)
Proceeds from issuance of bonds	64,807	59,786
Redemption of bonds	(29,446)	(10,000)
Repayments of lease liabilities	(12,445)	(11,722)
Proceeds from sale of treasury shares	22,722	5,034
Purchase of treasury shares	(20,156)	(68,427)
Dividends paid	(25,372)	(27,583)
Dividends paid to non-controlling interests	—	(133)
Payments for acquisition of interests in subsidiaries from non-controlling interests	—	(555)
Net cash used in financing activities	(44,921)	(47,575)
Effect of exchange rate changes on cash and cash equivalents	859	3,399
Net increase (decrease) in cash and cash equivalents	13,646	44,678
Cash and cash equivalents at beginning of period	115,610	129,257
Cash and cash equivalents at end of period	¥ 129,257	¥ 173,935

(5) Notes to Consolidated Financial Statements

(Notes on Premise of Going Concern)

Not applicable.

(Change in Presentation)

Consolidated Statement of Financial Position

To reflect the actual situation of transactions more appropriately, certain accrued expenses, etc. which were included in “trade and other payables” as of 31st March 2023 are currently included in “other financial liabilities”. To reflect these changes in presentation, ¥3,552 million included in “trade and other payables” as of 31st March 2023 has been reclassified as “other financial liabilities”.

Consolidated Statement of Cash Flows

To reflect the actual situation of transactions more appropriately, accrued expenses, etc. which were included in “increase (decrease) in trade and other payables” as of 31st March 2023 are currently included in “other”. To reflect these changes in presentation, ¥ (8,036) million included in “increase (decrease) in trade and other payables” as of 31st March 2023 has been reclassified as “other”.

(Segment Information)

(1) Outline of reportable segments

The NRI Group’s operating segments, for which separate financial information is available, are evaluated periodically by management in deciding the allocation of management resources and in assessing business performances. The NRI Group has classified its segments, comprehensively considering services, customers and markets totally, and four segments have been determined as reportable segments. Meanwhile, the operating segments are not aggregated.

Accounting treatment of the reported operating segments is generally same with that of consolidated financial statements for the year ended 31st March 2023. Profit figures for the reportable segments are presented on the basis of operating profit. Intersegment revenue or transfers are based on prevailing market prices.

(Consulting)

This segment provides policy recommendations and strategy consulting, as well as business consulting to support operational reform and system consulting for overall IT management.

(Financial IT Solutions)

In this segment, the main clients are in the financial sector, including the securities, insurance and banking sectors. The segment provides system consulting, system development, system management and operation services, and IT solutions such as shared online services and BPO services.

(Industrial IT Solutions)

This segment provides IT solutions such as system consulting, system development, and system management and operation services to the distribution, manufacturing, service and public sectors.

(IT Platform Services)

This segment mainly provides services such as the management and administration of data centers and IT platform and network architecture mainly through the Financial IT Solutions and Industrial IT Solutions segments. It also provides IT platform solutions and information security services to clients of various industries. In addition, the segment conducts explorative initiatives for the development of new business operations and new products related to IT solutions, and investigation and research primarily related to leading-edge information technologies.

(2) Revenue and profit or loss by reportable segment

Year ended 31st March 2023

(Millions of yen)

	Reportable segment				Total	Adjustments (Notes)	Consolidated
	Consulting	Financial IT Solutions	Industrial IT Solutions	IT Platform Services			
Revenue							
Revenue from external customers	46,100	328,576	266,723	48,153	689,553	2,612	692,165
Intersegment revenue or transfers	1,720	5,565	8,810	119,365	135,461	(135,461)	—
Total	47,821	334,141	275,533	167,518	825,015	(132,849)	692,165
Operating profit	12,329	49,710	24,393	23,046	109,479	2,352	111,832
Finance income							2,218
Finance costs							5,551
Profit before tax							108,499
(Other items)							
Depreciation and amortization	309	17,304	12,073	6,383	36,070	9,021	45,092
Impairment losses	—	—	—	—	—	—	—
Share of profit of investments accounted for using equity method	(36)	(135)	607	(71)	363	87	450
Investments in entities accounted for using equity method	59	570	5,366	123	6,119	3,407	9,527
Investments in non-current assets	936	30,091	12,165	12,073	55,266	3,299	58,565

- Notes:
1. Individual items in adjustment to operating profit of ¥2,352 million include gain on sale of fixed assets in the amount of ¥2,238 million recorded in “other income”.
 2. The adjustment to depreciation and amortization comprises the corporate expenses that is not attributable to any reportable segment.
 3. The adjustment to share of profit of investments accounted for using equity method comprises the corporate profit that is not attributable to any reportable segment.
 4. The adjustment to investments in entities accounted for using equity method comprises the corporate assets that are not attributable to any reportable segment.
 5. The adjustment to investments in non-current assets comprises the increase in the corporate assets that is not attributable to any reportable segment.

Year ended 31st March 2024

(Millions of yen)

	Reportable segment				Total	Adjustments (Notes)	Consolidated
	Consulting	Financial IT Solutions	Industrial IT Solutions	IT Platform Services			
Revenue							
Revenue from external customers	51,959	349,872	275,923	55,628	733,384	3,172	736,556
Intersegment revenue or transfers	1,731	5,334	6,138	129,921	143,126	(143,126)	—
Total	53,690	355,206	282,062	185,549	876,510	(139,953)	736,556
Operating profit	13,929	54,651	23,405	28,167	120,153	257	120,411
Finance income							3,472
Finance costs							6,658
Profit before tax							117,224
(Other items)							
Depreciation and amortization	368	18,734	12,620	6,526	38,249	9,907	48,157
Impairment losses	79	400	101	170	751	—	751
Share of profit of investments accounted for using equity method	13	(65)	624	(33)	538	241	780
Investments in entities accounted for using equity method	71	504	5,593	89	6,259	3,536	9,796
Investments in non-current assets	677	31,947	10,670	5,814	49,110	7,666	56,777

- Notes:
- Individual items in adjustment to operating profit are immaterial.
 - The adjustment to depreciation and amortization comprises the corporate expenses that is not attributable to any reportable segment.
 - The adjustment to share of profit of investments accounted for using equity method comprises the corporate profit that is not attributable to any reportable segment.
 - The adjustment to investments in entities accounted for using equity method comprises the corporate assets that are not attributable to any reportable segment.
 - The adjustment to investments in non-current assets comprises the increase in the corporate assets that is not attributable to any reportable segment.
 - The segment classifications are partially changed for the three months ended 30th June 2023, and the figures for the year ended 31st March 2023 are based on the classifications after these changes.

(Per Share Information)

Basic earnings per share and diluted earnings per share are calculated based on the following data.

	Year ended 31st March 2023	Year ended 31st March 2024
	(Millions of yen)	(Millions of yen)
Profit attributable to owners of parent	76,307	79,643
Adjustments of profit		
Adjustments for potential shares issued by subsidiaries	—	—
Profit used for calculation of diluted earnings per share	76,307	79,643
	(Shares)	(Shares)
Weighted-average number of shares of common stock outstanding	591,914,240	581,744,542
Increase in common stock		
Increase from stock options	162,316	293,235
Diluted weighted-average number of shares of common stock	592,076,556	582,037,777
	(Yen)	(Yen)
Basic earnings per share	128.92	136.90
Diluted earnings per share	128.88	136.84

Note: For the purpose of calculating basic earnings per share and diluted earnings per share, the Company's shares owned by the trust exclusive for ESOP Group are included in treasury shares to be deducted in the calculation of the weighted-average number of shares (670,715 shares and 3,219,566 shares for the year ended 31st March 2023 and 2024, respectively).

(Subsequent Events)

Purchase of treasury shares

The Company's Board of Directors passed a resolution at the meeting held on 25th April 2024 on the purchase of shares of common stock held as treasury shares in accordance with the provisions of Article 459, paragraph 1 of Japan's Companies Act and the Company's Articles of Incorporation.

1. Reasons for purchase of treasury shares

The Company intends to purchase treasury shares, as part of the Company's flexible capital management aimed at improving capital efficiency and responding to changes in the business environment.

2. Details on the acquisition

- | | |
|--|---|
| (1) Type of shares to be acquired: | Common stock of the Company |
| (2) Total number of shares to be acquired: | Up to 10,000,000 shares |
| | (Percentage to the total number of issued shares (excluding treasury shares): 1.72%) |
| (3) Total amount of shares to be acquired: | Up to ¥30,000 million |
| (4) Acquisition period: | 15th May 2024 – 25th October 2024 |
| (5) Acquisition method: | Market purchase on the Tokyo Stock Exchange
(Market purchase based on discretionary trading agreement pertaining to acquisition of treasury shares (excludes the period during the ten business days from the business day following the date of announcement of NRI's quarterly financial results)) |

Note: Treasury shares do not include the Company's shares held by the NRI Group Employees' Stock Ownership Plan Trust (the same applies hereinafter).

(Reference)

Treasury shares as of 31st March 2024	
Total number of issued shares (excluding treasury shares)	579,879,411 shares
Number of treasury shares	917,500 shares