



# *Our Mission and Values*

\_\_\_\_ COMPANY PROFILE \_\_\_\_

# *TRUE TO OUR MISSION*



NRI continues to move forward,  
driven by the same DNA since its founding.

Our mission

“Envision and realize new paradigms”  
 “Be a trusted partner for mutual growth”

Since our founding in 1965, we've developed thorough insight and a customer-oriented approach.

Nomura Research Institute was established as Japan's first private think tank.

In 1988, it merged with Nomura Computer Systems (which separated from Nomura Securities in 1966), Japan's first company to use computers in the commercial environment.

**1965**  
Establishment of Nomura Research Institute, Ltd. (NRI), Japan's first comprehensive private think tank

**1966**  
Establishment of Nomura Computing Center Co., Ltd. (NCC) (Renamed Nomura Computer Systems Co., Ltd. in 1972)

**1988**  
Merger of NRI and NCC

**2001**  
Listing of NRI on the First Section of the Tokyo Stock Exchange (now Prime Market)

**2015**  
50th anniversary  
NRI 50th Anniversary  
Determined to Innovate, Committed to Principles.

**2030**  
Dynamically transforming the world with digital social capital\*

\*Infrastructure and services with new value created by digital technology.

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.

**Kaga Yanagisawa**

President & CEO  
 Nomura Research Institute, Ltd.

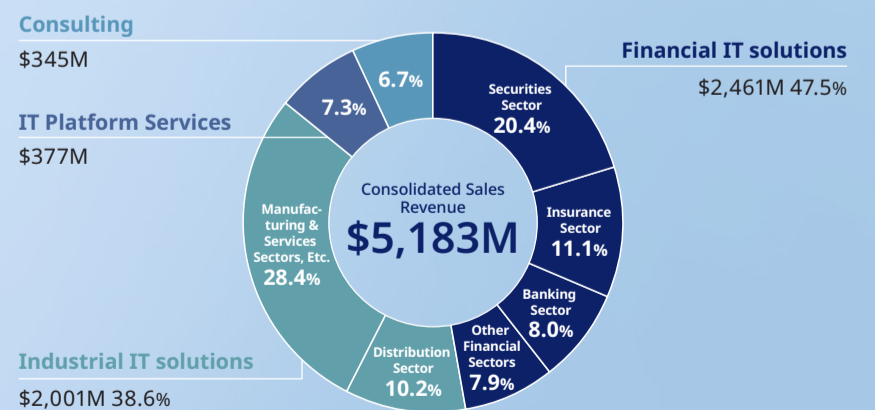


*Kaga Yanagisawa*

Corporate Overview

Corporate Name	Nomura Research Institute, Ltd.
Established	April 1, 1965
Capital	23,644,932,600 yen as of March 31, 2023
Number of Employees	6,782 (NRI Group 17,394) as of March 31, 2023
Headquarters	Otemachi Financial City Grand Cube, 1-9-2 Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Stock exchange listed on	Prime Market of Tokyo Stock Exchange/ securities code 4307

Consolidated net sales for the fiscal year ended March 31, 2023



Consolidated operating profit for the fiscal year ended March 31, 2023

Operating Profit Margin: **16.2%**  
**837** Million Dollars

Converted at the telegraphic transfer middle rate as of March 31, 2023.

# Innovating a prosperous society based on unchanging values.

## Corporate Philosophy

### 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.

## Resolving issues practically with our original business model.

NRI Group's original business model combines two strengths: consulting that identifies issues with accuracy to enable effective solutions, and IT solution expertise that resolves issues through system development and operation that employ advanced technology.

## Two functions empower NRI

Delivering innovative, continuous value through consistent "con-solutions"

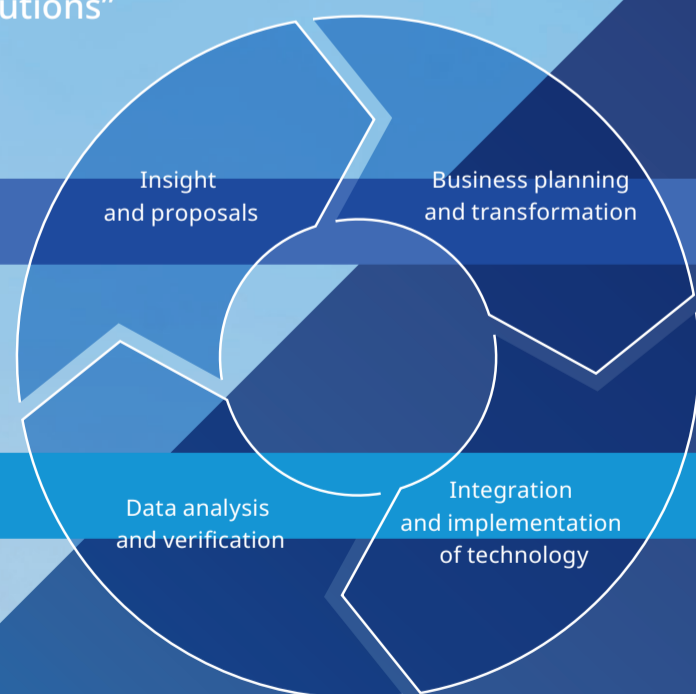
We combine consulting and IT solutions services to increase value for clients.

### Consulting

As a think tank, we provide social recommendations based on in-depth investigation and research. We also promote the transformation of organizations, businesses and ultimately society based on the experience and know-how of our numerous consultants familiar with various industries and business processes.

### IT solutions

Our IT engineers deliver transformation through information systems and various services using leading-edge technologies. We anticipate advanced technology trends and strategically incorporate them into our solutions.



## We support society, business, and lifestyles through 4 business areas

### Consulting

Consultants with deep and diverse expertise address various client issues, leading to change.

### Financial IT solutions


Since our founding, we have anticipated changes in the financial industry and provided solutions to many clients in that field.

### Industrial IT solutions

We provide a wide range of services in the distribution, manufacturing, telecommunications and industrial sectors, while meeting the DX implementation needs of our clients.

### IT Platform Services

The importance of IT infrastructure is ever increasing as systems become more complex. NRI strategically incorporates and provides such solutions.



*Innovating a prosperous  
and thriving society.*

We will boldly overcome the toughest obstacles.

We will break through limits  
even when challenges seem impossible.

In these rapidly changing, uncertain times,  
we will keep our eyes firmly fixed on society's needs.

We will collaborate with clients and society  
to create a brighter future.

At the NRI Group, we will continue  
to take on new challenges.



# *Our Vision*

\_\_\_\_ COMPANY PROFILE \_\_\_\_



***TRUE TO OUR VISION***

NRI Group continues to evolve  
without fear of any change or any challenge.

# Toward 2030

With insight into the prosperity that lies beyond DX, we will dynamically transform the world with Digital Social Capital.

## Vision Statement

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.

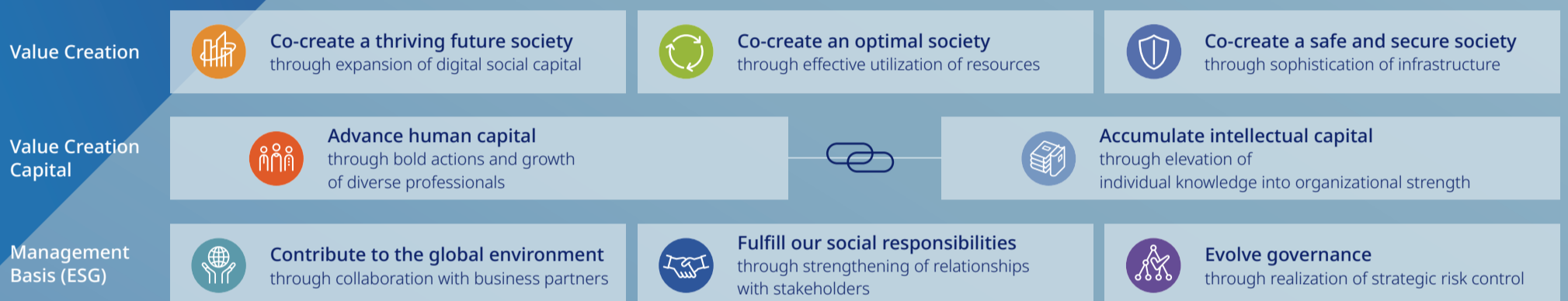
With every step forward, we open a greater tomorrow.

Envision the value, Empower the change

# Envision the value, Empower the change

## Sustainability Strategy (Materiality)

To "create a sustainable future society" and "achieve the NRI Group's growth strategy", we established eight priorities as we move toward 2030.



## NRI Group's growth story

Toward 2030, NRI envisions a growth story centered on core domains, DX and global activities. Through business and regional expansion, we aim to grow and dynamically transform the world with Digital Social Capital.

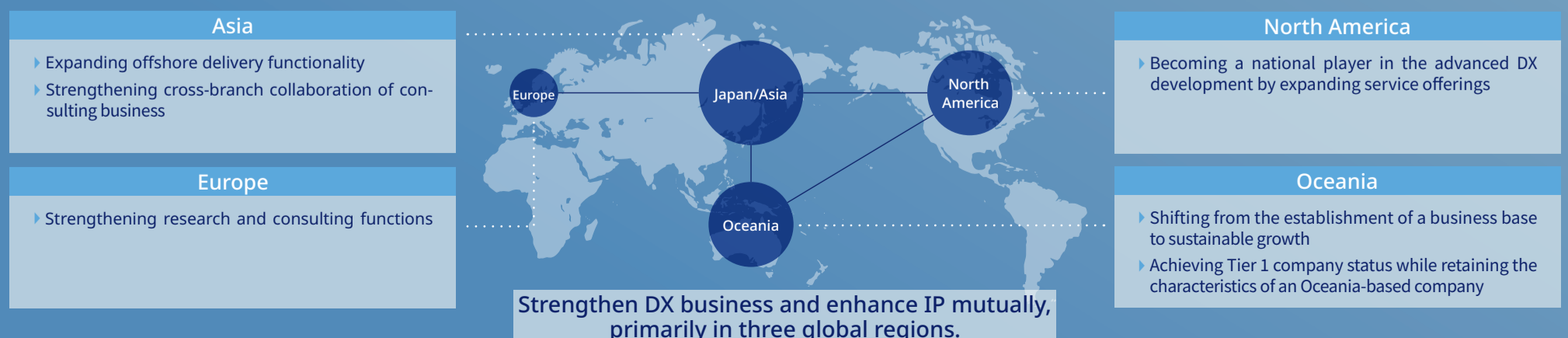
**Core domains** As a source of growth, our core businesses continue to transform and pursue value creation with clients through sophisticated quality and productivity.



**DX** In addition to DX 1.0 and DX 2.0, we create businesses that impact society across companies and industries (DX 3.0). With Digital Social Capital, we will help realize a better society.



**Global** NRI Group global hubs, especially in Japan/Asia, North America and Oceania, are achieving self-sustaining growth. We will deepen cooperation among regions and evolve into a globally managed company.





# NRI's global network is growing.

NRI Group has bases in Asia, Europe, North America and Oceania. These global offices coordinate efforts to provide multifaceted support for the business expansion of clients.



42 bases  
16 countries and regions

As of November 30, 2023

## North America

United States

## Europe

Denmark  
Ireland  
Luxembourg  
United Kingdom

## Asia / Oceania

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

## CASE STUDIES

### 01 Smart city and digital governance initiative in Tsuruoka City, Yamagata Prefecture

Together with Tsuruoka City, NRI is promoting the creation of a smart city with digital governance to realize high-quality urban services. We aim to create a local hub\*1 as a base that leads to regional revitalization and community wellbeing\*2 in pursuit of safety, security and prosperity for all citizens.

\*1 A city in a rural area with functions that connect with the world and the ability to build self-reliant industries and economies.  
\*2 A state in which all citizens are physically, mentally and socially sound and able to achieve their ideals.

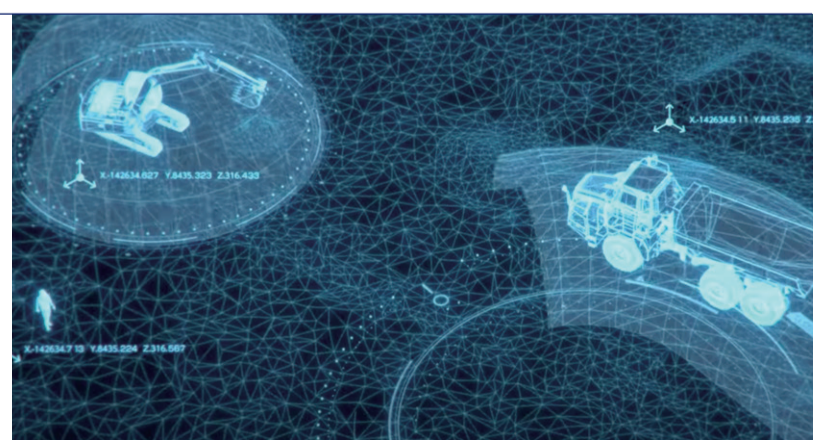


### 02 Providing financial institutions and businesses with services related to My Number

NRI has participated in the government's My Number (social security and tax number) system since the design stage as a private business operator. Many clients use our safe and secure service, which is based on our deep understanding of the system and our long experience operating the core systems of financial institutions.

### 03 Digitally optimizing construction processes for dramatic improvements in safety, productivity and environmental adaptability

NRI jointly established EARTHBRAIN Co., Ltd. with Komatsu, NTT Communications Corporation and Sony Semiconductor Solutions Corporation. The new company uses digital technology to optimally control all construction processes and create safe and productive construction sites of the future.



A silhouette of a family consisting of a woman, a man, and a young child walking away from the viewer on a beach. They are holding hands. The background is a bright sunset over the ocean, with the sun low on the horizon and its light reflecting on the water. The sky is a mix of blue and orange.

## *Innovating a sustainable society.*

A thriving future society;  
an environmentally friendly and sustainable society;  
a safe and secure society.

Social issues must be resolved to achieve such a goal.  
Through innovation and the power of digital technology,  
we will create Digital Social Capital  
and a future beyond imagination.  
The NRI Group will continue to grow.